Canadian Heritage | Patrimoine canadien

Canada

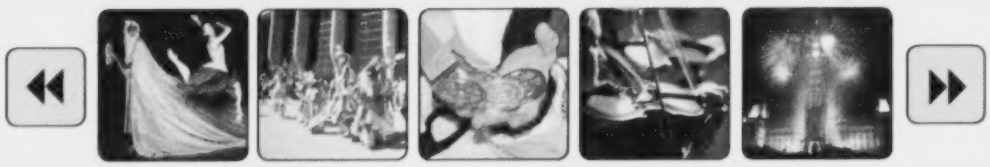
Canadian Heritage

2009–2010

Departmental Performance Report

Original signed by :

The Honourable James Moore, P.C., M.P.
Minister of Canadian Heritage and Official Languages



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Minister's Message

Minister of Canadian Heritage
and Official Languages

Ministre du Patrimoine canadien
et des Langues officielles

Ottawa, Canada K1A 0M5

I am pleased to present the *Departmental Performance Report for 2009–2010* to Parliament and Canadians, showing the work accomplished by the Department of Canadian Heritage during this reporting period. The Department is committed to quality services and programs and will continue to modernize for a changing environment.

The Vancouver 2010 Olympic and Paralympic Winter Games touched every sector of the Department as Canadian arts and culture, heritage, official languages and sport were showcased to visitors from across the country and around the world. The Department's involvement in the various elements involved in the planning and execution of the 2010 Winter Games and Olympic and Paralympic Torch Relays brought Canadians together in a celebration of our culture and diversity. As host nation, Canada's profile was enhanced on the international stage due to the overwhelming success of the Games and the excellent performance of Canadian Olympic and Paralympic athletes. Nineteen Paralympic medals and 26 Olympic medals, of which 14 were gold, produced our best showing ever and are a solid testament to the success of the *Own the Podium* program, which supports Canadian athletes and coaches.

Our Government continued to implement the *Roadmap for Canada's Linguistic Duality 2008-2013: Acting for the Future*, an unprecedented investment of $1.1 billion over five years that is supporting Canada's linguistic duality and the development of official-language minority communities.

Implementation of Canada's Economic Action Plan, as outlined in Budget 2009, stimulated and strengthened our arts and culture sector. The renewal of many programs and the introduction of innovative and modernized policies and programs reinforced the Department's support of the drive of Canadian cultural industries to keep current and competitive in the global marketplace and increased the ability of Canadians to harness the potential of new technological advances.

As Minister of Canadian Heritage and Official Languages, I am pleased to submit this report on the significant achievements made by the Department in the last year that laid the foundation for a strong Canadian society and economy.

Original signed by:

The Honourable James Moore, P.C., M.P.

SECTION I
Departmental Overview

Summary Information

Raison d'être

The Department of Canadian Heritage (the Department) and Canada's major national cultural institutions play a vital role in the cultural, civic, and economic life of Canadians. We work together to promote culture, the arts, heritage, official languages, citizenship and participation, Aboriginal, youth, and sport initiatives.

Responsibilities

The Department is responsible for formulating policies and delivering programs that help all Canadians participate in their shared cultural and civic life. The Department's legislative mandate is set out in the *Department of Canadian Heritage Act*, which offers an extensive but not exhaustive list of responsibilities for the Minister under the heading of "Canadian identity and values, cultural development, and heritage."

The Department oversees the administration of a large set of governing legislation, notably: the *Broadcasting Act*, the *Copyright Act* and *the Investment Canada Act* (the latter two acts are shared with Industry Canada), the *Official Languages Act* (Part VII), the *Museums Act*, the *Cultural Property Export and Import Act*, the *Status of the Artist Act*, and the *Physical Activity and Sport Act* (shared with Health Canada).

The Department is specifically responsible for formulating and implementing cultural policies related to copyright, foreign investment and broadcasting, as well as policies related to arts, culture, heritage, official languages, sports, state ceremonial and protocol, and Canadian symbols. The Department's main activities involve funding community and other third-party organizations to promote the benefits of culture, identity, and sport for Canadians. The Minister of Canadian Heritage and Official Languages is accountable to Parliament for the Department and the 19 other organizations that make up the Canadian Heritage Portfolio.

In October 2008, the Minister of Citizenship and Immigration became the Minister of Citizenship, Immigration and Multiculturalism. Consequently, the responsibilities related to multiculturalism were transferred in 2009–2010 from the Department of Canadian Heritage to the Department of Citizenship and Immigration Canada.

Strategic Outcomes

The Department's work is structured around the following three strategic outcomes:

Strategic Outcome 1: Canadian artistic expressions and cultural content are created and accessible at home and abroad – this speaks to the importance of the continued existence and public availability of Canadian cultural products, artistic work by Canadian creators and performers, and Canada's cultural heritage.

Strategic Outcome 2: Canadians have a sense of their Canadian identity – this supports the mandate of fostering a stronger Canadian identity through active, engaged, inclusive citizenship, and the recognition of the importance of both linguistic duality and a shared civic identity.

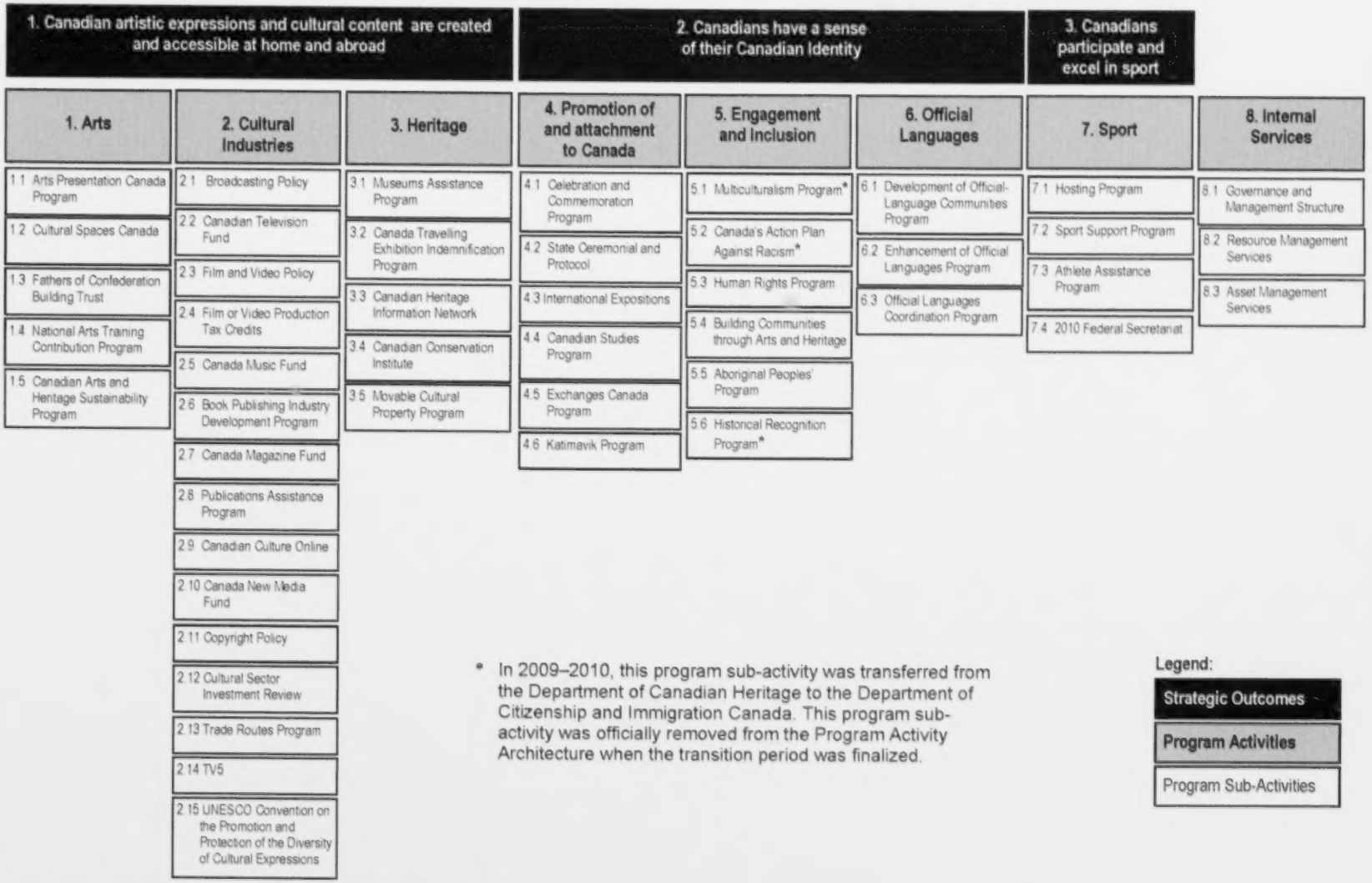
Strategic Outcome 3: Canadians participate and excel in sport – this speaks to the beneficial effects of sport participation on health and to the impact of international achievement in sport on Canadian pride.

Program Activity Architecture

The Program Activity Architecture serves to provide an overview of how the Department's programs and activities are linked and how their expected results are organized to contribute to achieving the Department's Strategic Outcomes and mandate. The Program Activity Architecture is continually reviewed to reflect program changes and improvements. To accompany the Program Activity Architecture, a Performance Measurement Framework has been established and serves as an objective basis for collecting information related to the intended results of the Department's programs. The *2009–2010 Canadian Heritage Report on Plans and Priorities* is primarily based on the Program Activity Architecture and the expected results and performance indicators identified in the Performance Measurement Framework. One area of continued focus for the Department is the establishment of appropriate targets to attain at all levels of the Performance Measurement Framework.

The refinement of the Program Activity Architecture was done in 2009-2010 in accordance with Treasury Board's Policy on Management, Resources and Results Structures and to respond to recommendations in assessments conducted under the Management Accountability Framework. The revised Program Activity Architecture, presented on the following page, provides a coherent departmental story. The implementation of the new Performance Measurement Framework for 2009–2010 progressed throughout the year but has not yet reached its full maturity. Employee training and the development of tools continue.

2009–2010 Program Activity Architecture (See the following page for additional information.)


1. Canadian artistic expressions and cultural content are created and accessible at home and abroad
2. Canadians have a sense of their Canadian Identity
3. Canadians participate and excel in sport
1. Arts
1.1 Arts Presentation Canada Program
1.2 Cultural Spaces Canada
1.3 Fathers of Confederation Building Trust
1.4 National Arts Training Contribution Program
1.5 Canadian Arts and Heritage Sustainability Program
2. Cultural Industries
2.1 Broadcasting Policy
2.2 Canadian Television Fund
2.3 Film and Video Policy
2.4 Film or Video Production Tax Credits
2.5 Canada Music Fund
2.6 Book Publishing Industry Development Program
2.7 Canada Magazine Fund
2.8 Publications Assistance Program
2.9 Canadian Culture Online
2.10 Canada New Media Fund
2.11 Copyright Policy
2.12 Cultural Sector Investment Review
2.13 Trade Routes Program
2.14 TV5
2.15 UNESCO Convention on the Promotion and Protection of the Diversity of Cultural Expressions
3. Heritage
3.1 Museums Assistance Program
3.2 Canada Travelling Exhibition Indemnification Program
3.3 Canadian Heritage Information Network
3.4 Canadian Conservation Institute
3.5 Movable Cultural Property Program
4. Promotion of and attachment to Canada
4.1 Celebration and Commemoration Program
4.2 State Ceremonial and Protocol
4.3 International Expositions
4.4 Canadian Studies Program
4.5 Exchanges Canada Program
4.6 Katimavik Program
5. Engagement and Inclusion
5.1 Multiculturalism Program*
5.2 Canada's Action Plan Against Racism*
5.3 Human Rights Program
5.4 Building Communities through Arts and Heritage
5.5 Aboriginal Peoples' Program
5.6 Historical Recognition Program*
6. Official Languages
6.1 Development of Official-Language Communities Program
6.2 Enhancement of Official Languages Program
6.3 Official Languages Coordination Program
7. Sport
7.1 Hosting Program
7.2 Sport Support Program
7.3 Athlete Assistance Program
7.4 2010 Federal Secretariat
8. Internal Services
8.1 Governance and Management Structure
8.2 Resource Management Services
8.3 Asset Management Services

* In 2009–2010, this program sub-activity was transferred from the Department of Canadian Heritage to the Department of Citizenship and Immigration Canada. This program sub-activity was officially removed from the Program Activity Architecture when the transition period was finalized.

Legend:

- **Strategic Outcomes**
- **Program Activities**
- Program Sub-Activities

In 2009-2010, a series of program improvements and name changes were announced in the Department. For easy reference and for purposes of consistent planning and reporting, the former program names are reflected in the present document.

Table on Program Names Changes

Old Program Name	New Program Name
Arts Presentation Canada Program	Canada Arts Presentation Fund
Book Publishing Industry Development Program	Canada Book Fund
Canada Magazine Fund	Canada Periodical Fund
Publication Assistance Program	
Canada New Media Fund	Canada Media Fund
Canadian Television Fund	
Canadian Arts and Heritage Sustainability Program	Canada Cultural Investment Fund
Cultural Spaces Canada Program	Canada Cultural Spaces Fund
National Arts Training Contribution Program	Canada Arts Training Fund
Partnerships Fund (Canadian Culture Online)	Canada Interactive Fund
Gateway Fund (Canadian Culture Online)	
Urban Multipurpose Aboriginal Youth Centres	Cultural Connections for Aboriginal Youth

Program Activity Architecture Crosswalk

The table below illustrates the redistribution of actual spending by Program Activity from 2008–2009 to 2009–2010.

2009–2010 Actual Spending ($ millions)										
New Program Activities										
	($ millions)	Arts	Cultural Industries	Heritage	Promotion and Attachment to Canada	Engagement and Inclusion	Official Languages	Sport	Internal Services	Total*
2008–2009 Program Activities	Creation of Canadian content and performance excellence	-	182.9	-	-	-	-	137.4	13.1	333.4
	Sustainability of cultural expression and participation	50.8	63.9	11.9	-	-	-	75.9	39.0	241.5
	Preservation of Canada's Heritage	-	0.6	11.4	-	23.2	-	-	15.0	50.2
	Access to Canada's Culture	100.1	66.4	11.7	-	-	-	-	11.2	189.3
	Promotion of inter-cultural understanding	-	-	-	-	0.4	120.5	-	4.3	125.2
	Community Development and capacity-building	-	-	-	-	0.5	241.2	-	8.3	250.0
	Participation in Community and Civic Life	-	-	8.3	150.7	66.0	3.9	19.3	36.7	285.0
	Total*	150.8	313.8	43.3	150.7	90.1	365.6	232.7	127.6	1,474.6

* Totals may not add up due to rounding.

Summary of Performance

2009–2010 Financial Resources ($ millions)

Planned Spending	Total Authorities[1]	Actual Spending
1,303.5	1,516.4	1,474.6

2009–2010 Human Resources (Full-Time Equivalents, FTEs)

Planned	Actual	Variance
2,421.4	2,299.9	121.5

Presentation of Strategic Outcomes

Strategic Outcome 1: Canadian artistic expressions and cultural content are created and accessible at home and abroad						
Program Activity[2]	2008–2009 Actual Spending ($ millions)	2009–2010 ($ millions)				Alignment to Government of Canada Outcomes
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Arts	N/A[3]	116.4	119.9	161.3	150.8	Vibrant Canadian Culture and Heritage
Cultural Industries	N/A	221.7	223.4	343.6	313.8	
Heritage	N/A	36.8	36.8	38.0	43.3	
Total	N/A	374.9	380.2	542.9	507.9	

Note: The total authorities by program activity represent the distribution of budgets approved by Parliament, not the internal reallocation of these budgets by the Department between the various program activities. The Department has the authority to reallocate the budgets during the year to direct funding to new priorities. A full explanation of variance by year is provided in Expenditure Profile section.

[1] Total authority: total amount authorized by Parliament (Main Estimates, Supplementary Estimates, Budget Implementation acts) and any other authority provided for the reporting fiscal year.
[2] For detailed Program Activity descriptions, please see Section II of the Department of Canadian Heritage *2009–2010 Report on Plans and Priorities* available online at **http://publiservice.tbs-sct.gc.ca/rpp/2009-2010/inst/pch/pch02-eng.asp#a17**. Internal Services is shown as a distinct Program Activity at the end of Section II.
[3] The Department undertook a major restructuring of its 2009–2010 Program Activity Architecture which prevents reporting 2008–2009 expenditures under the new architecture.

Strategic Outcome 2: Canadians have a sense of their Canadian Identity						
Program Activity	2008–2009 Actual Spending ($ millions)	2009–2010 ($ millions)				Alignment to Government of Canada Outcomes
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Promotion of and Attachment to Canada	N/A	107.0	131.3	149.0	150.7	Diverse society that promotes linguistic duality and social inclusion
Engagement and Inclusion	N/A	130.7	131.7	96.8	90.1	
Official Languages	N/A	356.9	375.2	377.2	365.6	
Total	N/A	594.6	638.3	623.0	606.4	

Note: The total authorities by program activity represent the distribution of budgets approved by Parliament, not the internal reallocation of these budgets by the Department between the various program activities. The Department has the authority to reallocate the budgets during the year to direct funding to new priorities. A full explanation of variance by year is provided in Expenditure Profile section.

Strategic Outcome 3: Canadians participate and excel in sport						
Program Activity	2008–2009 Actual Spending ($ millions)	2009–2010 ($ millions)				Alignment to Government of Canada Outcomes
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Sport	N/A	197.3	197.3	240.9	232.7	Vibrant Canadian Culture and Heritage
Total	N/A	197.3	197.3	240.9	232.7	

Note: The total authorities by program activity represent the distribution of budgets approved by Parliament, not the internal reallocation of these budgets by the Department between the various program activities. The Department has the authority to reallocate the budgets during the year to direct funding to new priorities. A full explanation of variance by year is provided in Expenditure Profile section.

Contribution of Priorities to Strategic Outcomes

Operational and Management Priorities as in *2009–2010 Report on Plans and Priorities*	Type	Link to Strategic Outcomes	Status[4]	Progress Made
Operational Priority 1 Promote the creation, preservation and dissemination of Canadian cultural content to domestic and international audiences.	Ongoing	Strategic Outcome 1 (Program Activities 1, 2, and 3)	Exceeded	The Department provided the arts sector with long-term stability by announcing the renewal of arts funding for the next five years and a financial commitment of $504 million for the fiscal years from 2010–2011 to 2014–2015. The Department continued its commitment to support innovation in Canada's cultural industries with the announcement of new and renewed programs that would be accessible to Canadians in 2010-2011. These include: the Canada Media Fund, the Canada Interactive Fund, the Canada Book Fund, the Canada Music Fund, and the Canada Periodical Fund. The Department underscored its commitment to contribute to the modernization of Canada's copyright laws through national copyright consultations held jointly with Industry Canada. The Department managed the Cultural Olympiad, which featured a series of multidisciplinary arts festivals over a three-year period leading up to and during the 2010 Winter Games and showcased the best of Canadian artistic and cultural innovation, creativity, and diversity to international audiences.

[4] In accordance with the categorization issued by Treasury Board Secretariat and which is detailed as follows :

Exceeded: More than 100 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result or priority identified in the corresponding Report on Plans and Priorities was achieved during the fiscal year.

Met All: 100 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result or priority identified in the corresponding Report on Plans and Priorities was achieved during the fiscal year.

Mostly Met: 80 to 99 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result or priority identified in the corresponding Report on Plans and Priorities was achieved during the fiscal year.

Somewhat Met: 60 to 79 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result or priority identified in the corresponding Report on Plans and Priorities was achieved during the fiscal year.

Not Met: Less than 60 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result or priority identified in the corresponding Report on Plans and Priorities was achieved during the fiscal year.

Operational and Management Priorities as in *2009–2010 Report on Plans and Priorities*	Type	Link to Strategic Outcomes	Status[4]	Progress Made
Operational Priority 1 Promote the creation, preservation and dissemination of Canadian cultural content to domestic and international audiences.	Ongoing	Strategic Outcome 1 (Program Activities 1, 2, and 3)	Exceeded	The Department continued to promote access to Canada's heritage through the production travelling exhibitions and the Virtual Museum of Canada portal, as well as the preservation and protection of cultural heritage through interventions such as expert conservation services, export regulation, and direct and tax-based financial support. The Department was instrumental in increasing the percentage of programs from Canada and the Francophonie (outside of France) broadcasted on TV5Monde, the world's second largest television network. Preparations for Canada's participation in Expo 2010 were largely completed, including pavilion construction, programming, and outreach.
Operational Priority 2 Promote greater knowledge and understanding of Canada, and increase Canadians' pride and engagement in our country and its communities.	Ongoing	Strategic Outcome 2 (Program Activities 4 and 5)	Mostly met	Through its programs and services, the Department helped strengthen Aboriginal cultures and improve civic participation in Canadian society, and contributed to the preservation and revitalization of Aboriginal languages and cultures. This was achieved through a number of projects and activities across Canada that focused on social development, learning opportunities, employment, and events aimed at increasing awareness of Aboriginal cultures and achievements. The Department also continued to deliver policies and programs that promote civic education and participation among young Canadians, such as Canadian Studies, Katimavik, and Exchanges Canada. The Department continued to support activities that foster promotion of and attachment to Canada. By supporting celebrations of National Aboriginal Day, Saint-Jean-Baptiste Day, Canadian Multiculturalism Day, and Canada Day, the Department has created opportunities for Canadians to show their pride and to be engaged in their communities. The Department also provided financial support for the 100-day Olympic Torch Relay, which also helped build excitement across the country for the 2010 Winter Games. The 2009 Royal Tour of The Prince of Wales and The Duchess of Cornwall provided an opportunity for Canadians to celebrate their shared heritage and values.

Operational and Management Priorities as in *2009–2010 Report on Plans and Priorities*	Type	Link to Strategic Outcomes	Status[4]	Progress Made
Operational Priority 3 Foster linguistic duality in Canadian society and enhance the development of official-language minority communities.	Ongoing	Strategic Outcome 2 (Program Activity 6)	Mostly Met	Through partnerships and agreements, the Department helped foster the vitality of Canada's official languages minority communities and enabled them to participate fully in all aspects of Canadian life. As a result of departmental programs, a greater number of Canadians have a better understanding and appreciation of the benefits of the official languages, respect the rights of official languages minority communities, and foster their participation in Canadian society. The effective implementation of all initiatives of the *Roadmap for Canada's Linguistic Duality 2008-2013: Acting for the future* helped strengthen the access to official language minority communities' government services in the language of choice and, in general, further promote the benefits of linguistic duality among Canadians. The efforts of the partners (federal departments and agencies) in this initiative have also strengthened the capacity of the Government of Canada in measuring performance relating to official languages through the development of a Horizontal Results-Based Management and Accountability Framework.
Operational Priority 4 Support high performance athletes, opportunities for all Canadians to participate and excel in sport, and the hosting of international sport events and the Canada Games.	Ongoing	Strategic Outcome 3 (Program Activity 7)	Exceeded	The Athlete Assistance Program has delivered support directly to high performance athletes identified as performing at or having the potential to achieve top 16 results in the world in their sport. The Own the Podium program delivered support to Canada's high performance athletes and enabled them to attain top podium performances. The program contributed to the development of the Canadian sport system through strengthening national policy, programs and sport delivery. The Sport Support Program has provided support to provincial and territorial governments, sport organizations, and other organizations that enable them to create opportunities for all Canadians to participate and excel in sport. The Hosting Program and its policy supported the hosting of the Canada Games and international sport events in Canada such as the 2010 Olympic and Paralympic Winter Games.

Operational and Management Priorities as in *2009–2010 Report on Plans and Priorities*	Type	Link to Strategic Outcomes	Status[4]	Progress Made
Operational Priority 4 Support high performance athletes, opportunities for all Canadians to participate and excel in sport, and the hosting of international sport events and the Canada Games.	Ongoing	Strategic Outcome 3 (Program Activity 7)	Exceeded	The 2010 Olympic and Paralympic Winter Games Federal Secretariat worked with its 2010 Winter Games partners and other federal departments and agencies to ensure seamless delivery of essential federal services for the Games and to provide capital and legacy funding. These efforts contributed to making them the most successful Winter Games in Olympic history.
Management Priority 1 Integration of financial and non-financial information.	Ongoing	Supports Strategic Outcomes 1, 2, and 3 (Program Activity 8)	Somewhat met	The Department continues to refine its 2009-2010 Mid-year Review Strategy in order to obtain a broader view of progress on plans and priorities. The integration of the financial and non-financial information was introduced for the first time as a performance indicator in this Strategy. However, some work still has to be done to complete the full integration of this information as the timing between the financial and non-financial information still remains a major factor for the completion of this priority. The governance structure in place allows for regularly reviews of the financial status of the organization, as well as programs and projects. The Department continues to receive very good ratings from both the Treasury Board Secretariat and the Receiver General on public accounts and the departmental financial statements.
Management Priority 2 Blue Ribbon Panel on Grants and Contributions (Now Grants & Contributions Reform)	Ongoing	Supports Strategic Outcomes 1, 2, and 3 (Program Activity 8)	Met All	The Department has achieved 100% of the performance objectives set out in the Independent Blue Ribbon Panel's recommendations on the establishment of service standards. The Department continued to reform the delivery of its funding programs in support of the Government Action Plan in response to the recommendations of the Blue Ribbon Panel on Grants and Contributions. The Department successfully implemented all key aspects of the revised Treasury Board *Policy on Transfer Payments* by March 31, 2010, including a risk-based approach to program management, and the establishment and publication of service standards.

Operational and Management Priorities as in *2009–2010 Report on Plans and Priorities*	Type	Link to Strategic Outcomes	Status[4]	Progress Made
Management Priority 2 Blue Ribbon Panel on Grants and Contributions (Now Grants & Contributions Reform)	Ongoing	Supports Strategic Outcomes 1, 2, and 3 (Program Activity 8)	Met All	Service standards were established and published for all non-excluded funding programs in April 2010. This makes the Department the first and only department to have service standards in place for all funding programs and is applicable to the entire funding process, from when applications are received to when payments are issued. The exercise has confirmed the Department's citizen-centric service culture. The standards provide a solid foundation for the Department to continue to support continuous improvement strategies toward more effective service delivery.
Management Priority 3 Public Service Renewal	Ongoing	Supports Strategic Outcomes 1, 2, and 3 (Program Activity 8)	Met all	The Department has focused on ensuring that the iterative changes under the Public Service Renewal banner are steadily transforming how people are managed throughout the Department. Results were achieved in various areas, including planning, recruitment, employee development, and enabling infrastructure.

Risk Analysis

The Department has a legislated mandate that links to – and seeks to influence – many vital, complex, and dynamic facets of Canadian society and the economy. Areas of responsibility such as arts and culture, copyright, broadcasting and digital communications, official languages, citizenship, and sport address ever-present and shifting risk, challenges and opportunities through the delivery of policy and program activities for Canadians.

The Department engages in a continuous and integrated approach to managing its operational and strategic risks. The Department approved a corporate risk profile during the reporting period focused on five central themes: stewardship, results measurement, human resource management and information management, and ensuring continued relevance in response to change. These were identified as key risk areas that, if left unmanaged, could hinder the Department's ability to deliver its mandate and achieve its expected results.

These challenges were addressed through several mitigation strategies, highlights of which are described below. The strategies were managed by the Department at different levels.

Strategic (External) Risk – Leading Change and Enhancing Relevance

One of the key risks identified in the corporate risk profile during the reporting period was related to how the Department was to lead change and enhance the relevance of its programs and policies for Canadians. An important part of the mitigation strategy was to engage stakeholders. The Department conducted nationwide consultations, in collaboration with Industry Canada, on copyright modernization in summer 2009 as part of the continuing process to modernize Canada's copyright laws. Extensive consultation and development also took place in order to launch the **Canada Media Fund**, an innovative public-private partnership between the Government of Canada and Canada's satellite and cable television distributors aimed at funding Canadian content and applications on multiple platforms. In addition, there were a number of arts and cultural initiatives that were modernized and refreshed.

Operational (Internal) Risk – Stewardship, Results Measurement, and Human and Information Resource Management

Inherent risks associated with transfer payments are of prime importance for the Department, and in an era of increased transparency and accountability, particular attention must be given to how the Department manages its overall performance and tells its performance story.

In 2009–2010, the Department focused on sound management and stewardship by developing a more comprehensive risk-based approach to the delivery of grants and contributions programs. The Department met the requirements of the *Treasury Board Policy and Directive on Transfer Payments* for "full implementation." This allowed for the development and implementation of a departmental risk assessment tool, as well as the establishment of service standards, rolled out at a national learning event for all departmental program staff in September 2009. In addition, stewardship and governance practices were improved through an enhanced and integrated approach to risk-based audit and evaluation planning.

To underscore the value and benefits of government public policy to Canadians, the Department has focused on adequately demonstrating results regarding the effectiveness and relevance of its policies and programs by developing an improved departmental Performance Measurement Framework. Work on the departmental Performance Measurement Framework advanced solidly in 2009-2010 with the development of consistent methodologies for high-level results across the Department. Building on the significant investment in 2009-2010, the Department will continue to refine it to achieve the goal of being fully able to tell a compelling performance story in all areas

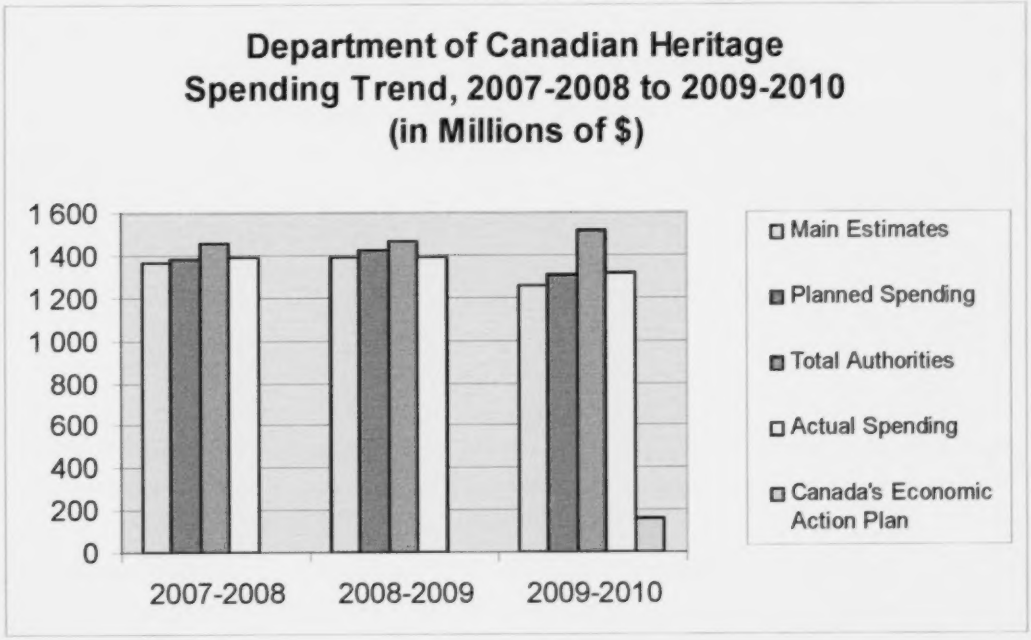
The Department made progress on many projects to support effective and values-based human ressource management. The actions include collective staffing, increased use of generic work descriptions, and several training, guidance, or advisory support measures. Given that human resource risks remain an inherent feature of the current public service environment, continued strategic efforts in this area are necessary to mitigate the risk on an ongoing basis.

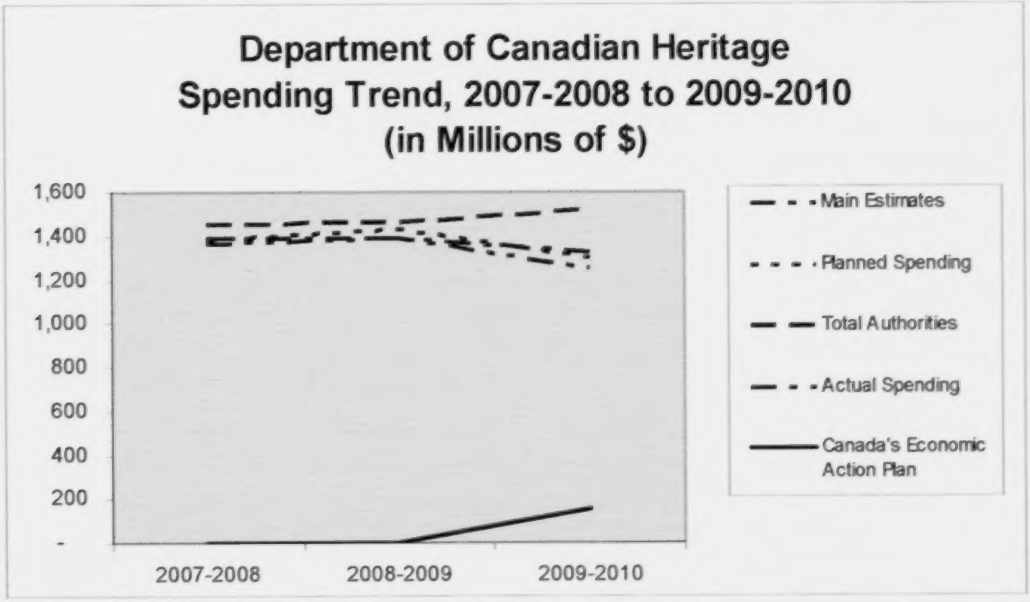
Lastly, the successful delivery of the **2010 Vancouver Olympic and Paralympic Winter Games**[5] was one of the Department's key commitments during the 2009–2010 planning period. Extensive effort went into managing risks associated with this huge endeavour: the development of strong inter-jurisdictional working relationships as well as ongoing legal advice contributed to the timely and successful resolution of a number of issues. Consequently, opportunities were leveraged, including: better integration of environmental management in departmental policies, programs and operations as part of its Sustainable Development Strategy Goals; the firm commitment to support and promote Canada's two official languages, such as erecting the "Place de la Francophonie;" and the engagement of Canadians in various events such as the **Olympic Torch Relay** celebrations and Cultural Olympiad to increase social cohesion and civic participation.

[5] For reporting purposes and where applicable throughout the document, this term will be referred to as the **2010 Winter Games** and includes the Olympic and Paralympic Games held in Vancouver and Whistler.

Expenditure Profile

The table and the graph presented below show the budget and expenditure profile of the Department of Canadian Heritage for the three previous years.





Planned Spending versus Total Authorities

The Planned Spending for 2007-2008 and 2008-2009 are both below their respective Total Authorities. In 2007-08, the variance is mostly explained by items not included in Planned Spending, such as: Operating budget carry forward, Salary compensation and **2010 Winter Games**. In 2008-2009, the variance is mostly explained by items not included in Planned Spending, such as: operating carry forward and collective agreement adjustments.

In 2009-2010, the Planned Spending was below the Total Authorities for 2009-2010. The variance is mostly explained by items not included in Planned Spending, such as: Canada's Economic Action Plan (**Cultural Spaces Canada Program, National Arts Training Contribution Program, Canadian Television Fund, Publications Assistance Program and Special Olympics**), Canada's strategic investment in the **2010 Winter Games** and Operating carry forward.

Actual Spending versus Total Authorities

In 2007-2008, the Actual Spending was lower than the Total Authorities. This situation is mainly explained by the Department's surplus and **the fact that the approved reprofiling of funds to future years was not reflected in the Supplementary Estimates.** The following programs had funds reprofiled to future years: **Historical Recognition Program, International Expositions, Cultural Spaces Canada Program, Quebec 2008, Action Plan Against Racism and Canadian Culture Online.**

In 2008-2009, the variance between the actual spending and the total authorities is mainly explained by the surpluses of the **Multiculturalism** and **Historical Recognition Programs** and the fact that the approved reprofiling of funds to future years was not reflected in the Supplementary Estimates. The following programs had funds reprofiled to future years: **2010 Winter Games, International Expositions** and **Historical Recognition Program**.

In 2009-2010, the variance between the actual expenditures and the total Authorities is mainly explained by the fact that the strategic review reductions and the approved reprofiling of funds to future years were not reflected in the Supplementary Estimates and the Department's year-end surplus. The **Building Communities through Arts Program and Heritage Program** had funds reprofiled to future years.

For more information on Canada's Economic Action Plan, please refer to Section II of this report.

Voted and Statutory Items

($ millions)

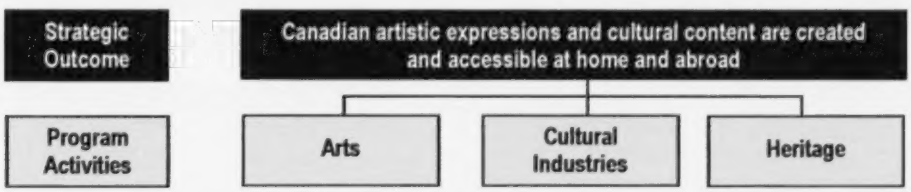
Vote # or Statutory Item (S)	Truncated Vote or Statutory Item	2007–2008 Actual Spending	2008–2009 Actual Spending	2009–2010 Main Estimates	2009–2010 Actual Spending
1	Operating expenditures	246.0	262.8	265.7	278.2
5	Grants and contributions	1,117.0	1,101.0	959.8	1,164.3
(S)	Contributions to employee benefit plans	26.4	27.9	26.9	29.7
(S)	Minister of Canadian Heritage – Salary and motor car allowance	0.1	0.1	0.1	0.1
(S)	Salaries of the Lieutenant-Governors	1.1	1.2	1.2	1.2
(S)	Payments under the *Lieutenant-Governors Superannuation Act*	0.7	0.8	0.6	0.9
(S)	Supplementary retirement benefits – former Lieutenant- Governors	0.2	0.2	0.2	0.2
Total		1,391.5	1,393.9	1,254.4	1,474.6

Note: Increase in expenditures in 2009-2010 is mainly due to the funding received for Canada's Economic Action Plan.

SECTION II
Analysis of Program Activities by Strategic Outcome

Strategic Outcome 1

Canadian artistic expressions and cultural content are created and accessible at home and abroad.



This strategic outcome speaks to the importance placed by the Government of Canada on the continued existence and public availability of Canadian cultural products, artistic work by Canadian creators and performers, and Canada's cultural heritage. The Government recognizes the significant contribution that the Canadian artistic, cultural and heritage sectors make to our identity and our economy, and that special measures are required to ensure that Canadians have access to Canadian cultural content. The Conference Board of Canada estimates that the cultural sector generated $46 billion in gross domestic product in 2007[6].

Performance Indicators
o Range and volume of Canadian cultural content and artistic works created and produced, by category. o Range of heritage collections, Canadian cultural content and artistic works accessible domestically and internationally, by category.

[6] Please note that time lags in performance reporting are not uncommon; all data quoted is the most recent available. The Conference Board of Canada, *Valuing Culture: Measuring and Understanding the Canadian Creative Economy*, 2008, p. iv.

Performance Summary

In 2009–2010, the Department's programs and policies targeting the arts, cultural industries, and heritage such as the **Arts Presentation Canada Program**, the **Canadian Television Fund**, and the **Canadian Heritage Information Network** continued to contribute to an environment that fosters the creation and accessibility of Canadian artistic expressions and cultural content. The strategic outcome level represents long-term and enduring benefits to Canadians to which the Department contributes.

A broad range of Canadian cultural content and artistic works are created and produced in part due to the Department's programs and policies. According to the most recent years for which data are available, 2,465 music albums by Canadian artists were released,[7] and 9,965 Canadian-authored books were published in Canada.[8] Canadian periodical firms published 2,300 magazines and 1,100 non-daily newspapers[9] and Canadian producers created 8,016 hours of Canadian television and 75 Canadian feature films.[10]

While a range of content is produced and made accessible domestically and internationally, Canadians are showing their enthusiasm for home-grown content. In 2008, Canadians read an average of 17 books a year, 4 of which were Canadian[11] and read or browsed 4 print magazines per month, about 60 percent of which were Canadian.[12] Canadian artists represent almost one-third of all music listened to by Canadians[13] and an estimated 26 percent of albums sold in Canada in 2009 were from Canadian artists.[14] In 2009, Canadian television programs captured a 43.9 percent share of the English-language television viewing market and a 66.6 percent share of the French-language market.[15] On the international front, the Department continued its strategic approach in TV5 (TV5MONDE and TV5 Québec Canada) to ensure that Canadian content was accessible on the world's second-largest broadcasting network. In 2009–2010, over 530 hours of Canadian programming were broadcast around the world through TV5 – an increase of more than 20 percent from 2008 figures.[16]

Results from a 2007 survey on participation and attendance at arts and heritage events and facilities revealed Canadians' enthusiasm for heritage collections and artistic work: 86 percent of Canadians surveyed had attended at least one type of arts or cultural event or activity in the previous year, with the most popular events being live performances (69%), craft shows (58%) and festivals (53%). As for heritage, 57 percent of respondents had visited a historic building or site, while 52 percent had visited a museum/science centre in the past twelve months.[17]

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[7] Department of Canadian Heritage analysis of 2008 data provided by the Canadian Music Industry Database (CMID) and the Quebec Collective Society for the Rights of Makers of Sound and Video Recordings (SOPROQ).
[8] Statistics Canada, Special tabulation based on the 2004 Survey of Book Publishers, 2006.
[9] Canadian Media Directors Council, *Media Digest 09/10*, 2009, pp. 43, 49.
[10] Canadian Film and Television Production Association, *Profile 2009: An Economic Report on the Canadian Film and Television Production Industry*, 2009, pp. 36, 60.
[11] Decima Research, *2008 Books Readership Study*, 2008, p. 8.
[12] Decima Research, *2008 Magazine Readership Study*, 2008, p. 8.
[13] Decima Research, *Attitudes and Behaviours Towards Canadian Music 2008*, 2008, p. 7.
[14] Department of Canadian Heritage analysis of 2009 Nielsen Soundscan Top 2000 Chart data.
[15] Department of Canadian Heritage analysis of 2009 BBM Infosys data.
[16] Department of Canadian Heritage analysis of 2008–2009 reports that include the TV5MONDE Annual Activity/Results Report, the TV5 Québec Canada Monthly Programming Reports and Annual Consolidation, and the Radio-Canada Annual Export Budget Report.
[17] Phoenix Strategic Perspectives, *The Arts and Heritage in Canada: Access and Availability 2007*, 2007, pp. i–ii.

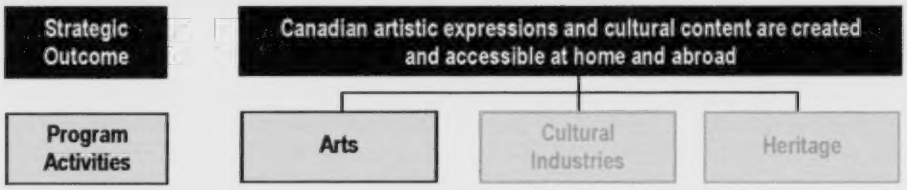
Benefits for Canadians

The creation of and access to Canadian artistic expressions and cultural content contribute to a vibrant Canadian culture and heritage that benefits Canadians through improved quality of life. Canada's arts, culture, and heritage strengthen communities, bringing people together by promoting interaction, connection and the sharing of experiences. They contribute to our diversity while building our sense of identity and national pride. Arts, culture, and heritage entertain and enlighten, inform and challenge, provoking dialogue about who we are and what we value.

Canada's arts and culture sector also contributes to the country's prosperity, accounting for an estimated $46 billion in economic activity (3.8 percent of Canada's gross domestic product) in 2007[18] and employing 633,200 workers in 2009.[19]

[18] The Conference Board of Canada, *Valuing Culture: Measuring and Understanding the Canadian Creative Economy*, 2008, p. iv.
[19] Statistics Canada, *Labour Force Survey*, 2009.

PROGRAM ACTIVITY 1: ARTS[20]



Benefits for Canadians

The arts reflect and define Canada as an accomplished and innovative country, and project a vibrant image of Canada. The arts are at the core of the cultural economy; they contribute to the development of a competitive workforce of creative, knowledgeable workers and industry investors. The arts allow Canadians to embrace their linguistic, ethno-cultural, Aboriginal and regional diversity while strengthening their community identity and pride in Canada and in being Canadian.

Programs and activities in this area help to ensure that Canadian artists are prepared for professional artistic careers in Canada and abroad, that the sustainability of arts and heritage organizations across Canada is strengthened, and that Canadians in a variety of communities across the country have access to cultural infrastructure as well as a diverse range of artistic, culture and heritage activities.

2009–2010 Financial Resources ($ millions)			2009–2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Variance
119.9	161.3	150.8	191.8	102.7	89.1

Expected Results

- Canadian artists are prepared for professional artistic careers in Canada and abroad.
- The sustainability of arts and heritage organizations receiving support from Canadian Heritage is strengthened.
- Canadians in a variety of communities have access to arts, culture and heritage activities.

Performance Indicators

- Percentage of graduates from funded institutions who are working professionally in Canada and abroad.
- Number of funding sources of arts and heritage organizations, by type* (*meaning: public, private, earned, and non-public mixed sources of funding).
- Number of communities reached, by geographic location and type* (*meaning: rural, remote, or urban).

Note: The total authorities by program activity represent the distribution of budgets approved by Parliament and the planned spending represents the forecasted expenditures by program activity. These amounts do not take into account in-year internal reallocation between the various program activities that can occur. The Department has the authority to reallocate the budgets and full-time equivalents to meet in-year priorities.

[20] A description of all program activities as well as a list of the supporting program sub-activities for each program activity is available online in the *Department of Canadian Heritage 2009–2010 Report on Plans and Priorities at* http://www.tbs-sct.gc.ca/rpp/2009-2010/inst/pch/pch02-eng.asp#a21.

Performance Analysis

This Program Activity speaks to the impact that the Department's range of arts-related contributions programs have on the Canadian arts community. To provide a complete picture of the results, this program activity features expected results and indicators from specific programs. When taken as a whole, the evidence provided below demonstrates that the Department's investments under this program activity are providing significant positive impacts for arts communities and businesses across Canada.

The Department's on-going support for the training of Canada's most promising artists was provided through the **National Arts Training Contribution Program**. Funded institutions produce approximately 1,200 graduates per year, with another 2,200 participating in shorter-term workshops. Of these graduates, 80 percent are working internationally[21] showing that Canadian artists are prepared for professional artistic careers in Canada and abroad.

Arts and heritage organizations that exhibit the greatest stability are those that have a broad and varied range of funding sources. The number of funding sources of arts and heritage organizations is an indicator of the strengthened sustainability of these organizations. This indicator reflects on the capacity of Canadian arts organizations – via the diversification of their revenue sources – to strengthen their long-term financial and organizational sustainability. An analysis of the variety of funding sources and revenues for grants and contributions recipients of the **Endowment Incentive** component and **Cultural Capitals of Canada** component of the **Canadian Arts and Heritage Sustainability Program** revealed that the Department's target – that arts organizations secure at least three funding sources other than the Department – was met.[22]

This Program Activity also aims to ensure that Canadians in a variety of communities have access to arts, culture and heritage activities. A total of 269 communities across Canada have been reached jointly by the **Arts Presentation Canada Program** and the **Cultural Spaces Canada Program**. All types of communities (remote, rural, and small, medium and large urban) in all ten provinces and three territories were reached, demonstrating the programs' commitment to providing access to arts, cultural, and heritage activities for Canadians in a variety of communities.

During 2009–2010, essential arts programs were renewed with a view to ensuring that a variety of Canadian artistic expressions are accessible in all parts of Canada. In June 2009, the Government of Canada announced its renewal of arts funding with a financial commitment of $504 million in support for the fiscal years from 2010–2011 to 2014–2015 towards training, festivals and performing arts series, infrastructure, as well as good governance and business practices in arts organizations. This support, in addition to funds announced in Canada's Economic Action Plan, will allow arts organizations to plan their activities for the long-term and will provide the sector with the stability it needs to be able to continue making an important contribution to our society and the creative economy.[23]

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[21] Department of Canadian Heritage analysis of the annual survey of the National Arts Training Contribution Program-funded institutions.

[22] Department of Canadian Heritage analysis of program data for 2008–2009.

[23] Department of Canadian Heritage, "Government of Canada Ensures Financial Stability of Cultural Sector by Renewing Arts Investments for Next Five Years," 2010-06-07 (http://www.pch.gc.ca/pc-ch/infoCntr/cdm-mc/index-eng.cfm?action=doc&DocIDCd=CJM090829)

The Vancouver 2010 Cultural Olympiad provided the country with a unique opportunity to showcase and celebrate the best of Canadian artistic innovation and creativity before a huge global audience and contributed significantly towards Canada's goals for pan-Canadian engagement, Aboriginal participation, and the representation of Canada's linguistic duality.

The Cultural Olympiad festivals were made up of three multidisciplinary festivals presented over a three-year period from 2008 to 2010 that reached an estimated three million Canadians and international visitors. With 900 ticketed or free performances and exhibitions at 60 venues throughout Vancouver and Whistler, the Cultural Olympiad included 193 distinct artistic projects, including music, dance and theatre performances, literary events, and media and visual arts exhibitions.

Lessons Learned

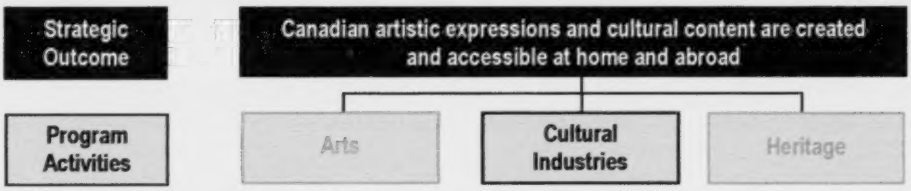
The evaluation of the **Canadian Arts and Heritage Sustainability Program** confirmed that there is a continuing need for such a program to strengthen the effectiveness, management, and financing of arts and heritage organizations, and to help them face new challenges. It was recommended that the Department build on the accomplishments of the Program and develop a strategy to foster an environment for sustainable arts and heritage organizations collectively. In 2009-2010, the **Canadian Arts and Heritage Sustainability Program** was renewed as the **Canada Cultural Investment Fund** and streamlined from seven to four components. This new program builds on the successes of the earlier program and will continue to help arts and heritage organizations build and diversify their revenue streams; strengthen their organizational capacity, business skills and competitiveness; and assist them in being better rooted and recognized in their communities.

Additional Online Information

For more detailed information on the results of programs, please see Transfer Payment Program tables available online at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

Arts Presentation Canada Program
Cultural Spaces Canada Program
National Arts Training Contribution Program
Canadian Arts and Heritage Sustainability Program

PROGRAM ACTIVITY 2: CULTURAL INDUSTRIES



Benefits for Canadians

Canadians benefit both economically and socially from Canadian film and video, book, periodical, music, broadcasting and interactive digital media industries. The creation of Canadian cultural content and its accessibility, both at home and abroad, help to engage citizens and build a collective sense of shared citizenship, and to instil national pride. Culture also makes a valuable contribution to a nation's overall innovation capacity; innovation is critical to Canada's productivity and international competitiveness in the knowledge-based economy. A strong creative economy is a key asset for attracting foreign direct investment, knowledge workers, tourists and students and creates a positive image of Canada abroad.

2009–2010 Financial Resources ($ millions)			2009–2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Variance
223.4	343.6	313.8	329.8	286.9	42.9

Expected Results

- A range of Canadian cultural content is created and produced.
- Canadian cultural industries receiving funding from Canadian Heritage are sustainable.
- Canadian cultural content is accessible in Canada and abroad.

Performance Indicators

- Number of cultural works created and produced by category.
- Gross revenues and/or profit margins of Canadian cultural industries.
- Domestic and international reach of Canadian cultural content.

Note: The total authorities by program activity represent the distribution of budgets approved by Parliament and the planned spending represents the forecasted expenditures by program activity. These amounts do not take into account in-year internal reallocation between the various program activities that can occur. The Department has the authority to reallocate the budgets and full-time equivalents to meet in-year priorities.

Performance Analysis

While some departmental programs and policies target specific industries, other activities have an overarching impact on several cultural industries. Canada's copyright regime, legislated in the *Copyright Act,* contributes to enabling the marketplace for cultural works and supports innovation, creativity and access. Through the *Investment Canada Act*, the Department ensures that foreign investments in Canada's film, music, and publishing industries benefit Canadian artists and consumers. In 2009–2010, 100 percent of the foreign investor commitments negotiated by the Department and related to the creation, sale, distribution, and/or exhibition of Canadian cultural products were respected. The Department is also active in the promotion and implementation of the *United Nations Educational, Scientific and Cultural Organization (UNESCO) Convention on the Protection and Promotion of the Diversity of Cultural Expressions*, an international instrument that re-affirms the right of all countries to promote their culture at home and abroad, which ensures that Canada can develop and maintain cultural policies and programs.

Cultural industries continue to create a broad range of Canadian cultural content. The music industry released 2,465 Canadian albums in 2008.[24] In 2004, the most recent year for which data are available, the Canadian book industry published 9,965 Canadian-authored books.[25] In 2009, the Canadian periodical publishing industry continued to produce a large quantity of Canadian content, publishing 2,300 magazines and 1,100 non-daily newspapers.[26] In the audiovisual sector, Canadian producers made 8,016 hours of Canadian television and 75 Canadian feature films in 2007–2008.[27]

Overall, gross revenues and profit margins of Canadian cultural industries showed stability, indicating that these industries are sustainable. Gross revenues for the Canadian-controlled portion of the sound recording industry held relatively steady between 2007 and 2008 at $177 million.[28] Music publishing companies operating in Canada increased total revenues to $142 million in 2008 from $123 million in 2007.[29] Profit margins of Canadian book publishers decreased from 10.8 percent in 2006 to 9.7 percent in 2008.[30] In the periodical publishing industry, operating revenues of magazine publishers remained relatively steady at $2.39 billion in 2008 compared to $2.36 billion in 2007,[31] while total advertising and circulation revenues of non-daily newspapers increased slightly from $1.02 billion in 2007 to $1.05 billion in 2008.[32] In the sub-industries of the Canadian film and television industry, mild fluctuations occurred between 2008 and 2007; both the production and distribution industries saw profit margins

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[24] Department of Canadian Heritage analysis of 2008 Canadian Music Industry Database (CMID) and Quebec Collective Society for the Rights of Makers of Sound and Video Recordings (SOPROQ) data.
[25] Statistics Canada, Special tabulation based on the 2004 Survey of Book Publishers, 2006.
[26] Canadian Media Directors Council, *Media Digest 09/10*, 2009, pp. 43, 49.
[27] Canadian Film and Television Production Association, *Profile 2009: An Economic Report on the Canadian Film and Television Production Industry*, 2009, pp. 36, 60.
[28] Statistics Canada, *Sound Recording and Music Publishing 2008*, Statistics Canada Catalogue no. 87F0008X, Table 9, 2010, p.8. **http://www.statcan.gc.ca/pub/87f0008x/87f0008x2010001-eng.pdf** (accessed July 28, 2010).
[29] Ibid., Table 2, p. 3.
[30] Statistics Canada, *Book Publishers – 2008*, Statistics Canada Catalogue no. 87F0004X, Table 1, 2010, p. 10. **http://www.statcan.gc.ca/pub/87f0004x/87f0004x2010001-eng.pdf** (accessed July 28, 2010).
[31] Statistics Canada, *Periodical Publishing 2008*, Statistics Canada Catalogue no. 87F0005X, Table 1, 2010, p. 2. **http://www.statcan.gc.ca/pub/87f0005x/87f0005x2010001-eng.pdf** (accessed July 28, 2010).
[32] Statistics Canada, *Newspaper Publishers 2008,* Statistics Canada Catalogue no. 63-241-X, Tables 2 and 3, 2010, pp. 2-3. **http://www.statcan.gc.ca/pub/63-241-x/63-241-x2010001-eng.pdf** (accessed July 28, 2010).

increase, while the post-production and motion picture theatre industries experienced modest declines.[33]

In 2009–2010, Canada's cultural industries continued to make Canadian cultural content available to domestic and international markets. Overall, performance in this area is positive, though declines in some areas did occur.

The number of Canadian television services available increased from 508 in 2007 to 525 in 2008[34] due to the addition of seven video-on-demand services and eight community channels. In 2008, 1,191 over-the-air radio services were available in Canada.[35] Canadian French-language television programming captured 66.6 percent of viewing share in Canada in 2009,[36] up slightly from 64.1 percent in 2008,[37] while the viewing share of Canadian English-language television programming remained relatively stable at 43.9 percent in 2009[38] compared to 43.3 percent in 2008.[39] Canadian content made up 21 percent of the programs broadcasted by the Canadian French-language network TV5 Québec Canada, and market share remained stable in 2009–2010 at 1.1 percent.[40] Export sales of Canadian television programming dropped from $255 million in 2007 to $201 million in 2008,[41] due in part to reduced presales to foreign broadcasters and distributors. In the theatrical market, Canadian films captured a 3.3 percent share of Canadian box office revenues in 2009.[42]

Proxy measures[43] for domestic and international consumption of Canadian music showed positive results: in 2009, music by Canadian artists captured 26.2 percent of sales in Canada of albums on the Nielsen SoundScan top 2000 chart,[44] up from 20.7 percent in 2008,[45] while royalties from international performance rights organizations to members of the Society of Composers, Authors and Music Publishers of Canada increased from $39.1 million in 2007 to $44.9 million in 2008[46].

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[33] Statistics Canada, *Film and Video Production 2008*, Statistics Canada Catalogue no. 87-010-X, Table 1, 2010, p. 2. **http://www.statcan.gc.ca/pub/87-010-x/87-010-x2010001-eng.pdf** (accessed July 28, 2010).
Statistics Canada, *Film, Television and Video Post-production 2008*, Statistics Canada Catalogue no. 87-009-X, Table 1, 2010, p. 2. **http://www.statcan.gc.ca/pub/87-009-x/87-009-x2010001-eng.pdf** (accessed July 28, 2010).
Statistics Canada, *Motion Picture Theatres 2008*. Statistics Canada Catalogue no. 87F0009X, Table 1, 2010, p. 2. **http://www.statcan.gc.ca/pub/87f0009x/87f0009x2010001-eng.pdf** (accessed July 28, 2010).

[34] Canadian Radio-television Telecommunications Commission, *Communications Monitoring Report 2009*, Table 4.3.1, 2009, p. 124.

[35] Ibid., Table 4.2.1, p. 95.

[36] Department of Canadian Heritage analysis of 2009 BBM Infosys data.

[37] Canadian Radio-television Telecommunications Commission, *Communications Monitoring Report 2009*, Table 4.3.6, 2009, p. 130.

[38] Same as 35.

[39] Same as 36.

[40] TV5 Québec Canada Yearly Activity/Report.

[41] Canadian Film and Television Production Association, *Profile 2009: An Economic Report on the Canadian Film and Television Production Industry*, 2009, p. 13 (Data available in Quebec only).

[42] Department of Canadian Heritage analysis 2009 Motion Picture Theatre Associations of Canada data.

[43] A proxy measure is an indirect measure used when a direct measure is not available. Proxy measures are correlated to direct measures.

[44] Department of Canadian Heritage analysis 2009 Nielsen SoundScan Top 2000 Chart data.

[45] Idem.

[46] Department of Canadian Heritage analysis of 2007 and 2008 data provided by the Society of Composers, Authors and Music Publishers of Canada.

In 2008 domestic and international sales of Canadian-authored books published by the Canadian book industry totaled $852 million, down from $879 million in 2006.[47] For periodicals publishing Canadian content, 770 million copies of magazines and 17 million copies of non-daily newspapers were purchased in Canada in 2009.[48]

The Department continued to deliver policies and programs that support the creation of and access to Canadian cultural products at home and abroad.

In 2009-2010, the Government of Canada combined, reformed and rebranded the **Canadian Television Fund** with the **Canada New Media Fund** to form **the Canada Media Fund** through a renewed partnership with the industry to ensure the production of quality content and to make this content available on multiple platforms. The creation of this first new fund, along with the renewal of various other cultural industry programs, underscored the commitment of the Government of Canada to encourage the cultural industries to embrace the opportunities afforded by digital technologies.

The Government of Canada also announced the creation of the **Canada Interactive Fund**, which builds upon the successes of the **Partnerships Fund** and the **Gateway Fund,** to support the creation of new forms of interactive cultural content and applications developed by Official Language Minority Community, Aboriginal, ethno-cultural and other not-for-profit cultural organizations. This second new fund will build technical capacity within the funded organizations, which is intended to allow for future commercial potential and the creation of new jobs.

In support of the reaffirmed commitment "to modernize Canada's copyright laws and ensure stronger protection for intellectual property" from the 2009 Speech from the Throne, the Department and Industry Canada held eight weeks of national consultations on copyright modernization in summer 2009. The consultations included public and online events, submissions, and an interactive Web site. They provided the Government of Canada with a wide range of perspectives to consider in amending the *Copyright Act* to contribute to an environment that fosters creativity, innovation, and economic growth and gives Canadian creators and consumers the tools they need to keep Canada competitive internationally.

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[47] Statistics Canada, Special tabulation based on 2008 Survey of Book Publishers, 2010.
[48] Canadian Media Directors Council, *Media Digest 09/10*, 2009, pp. 43, 49.

Lessons Learned

The implications of copyright in our increasingly environment are wide-ranging and the scope of interest in broad. This was demonstrated by the thousands of Canadians who took the time to participate in the summer 2009 Copyright Consultation process. During this process, new technologies were leveraged to reach out to and consult with a great number of Canadians in an effective manner. This process provided the Government of Canada with a wide variety of perspectives as it turned its attention to drafting legislation.

- Over 30,000 unique visitors to the Copyright Consultations Web site
- More than 8,000 written submissions from both individuals and organizations
- Over 2,500 threaded discussion comments
- More than 1,000 Canadians attended live events (virtually or in-person)

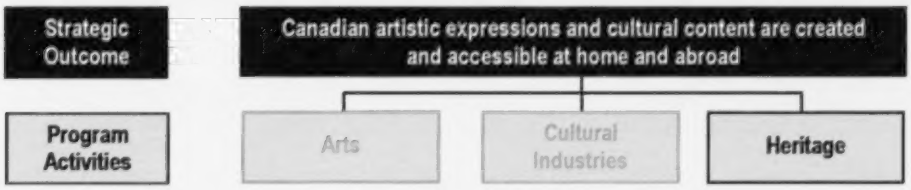
All comments and submissions received during the Consultations, as well as transcripts from roundtable and town hall meetings are available online at **http://www.ic.gc.ca/eic/site/008.nsf/eng/home**

Additional Online Information

For more detailed information on the results of programs, please see Transfer Payment Program tables available online at **http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm**.

Canadian Television Fund
Canada Music Fund
Book Publishing Industry Development Program
Canada Magazine Fund
Publications Assistance Program
Canadian Culture Online Program
Canada New Media Fund
TV5 Contributions

PROGRAM ACTIVITY 3: HERITAGE



Benefits for Canadians

Cultural heritage reflects and defines our sense of Canadian identity. The opportunities provided by museums and other heritage institutions encourage the discovery of the rich diversity of Canada's history and culture and strengthen the bonds between our past, our present and our future in an increasingly pluralistic society.

Museums and other heritage organizations have important roles in preserving the past and providing learning opportunities; they constitute highly trusted sources of information. Heritage institutions also play an important role in attracting tourists in all regions and in both large and small communities, thus contributing to the economic development of these communities.

The programs and services offered by the Department assist heritage institutions to improve their knowledge, skills and practices, to preserve their collections and to make Canadian and international heritage available to the public.

2009–2010 Financial Resources ($ millions)			2009–2010 Human Resources (FTEs)		
Planned Spending	**Total Authorities**	**Actual Spending**	**Planned**	**Actual**	**Variance**
36.8	38.0	43.3	191.9	212.1	(20.2)

Expected Results

- Heritage institutions and heritage workers have improved their professional knowledge, skills and practices.
- Heritage collections are preserved by heritage institutions for current and future generations.
- Canadian and international audiences access content presented by heritage institutions.

Performance Indicators

- Improvement in professional knowledge, skills and practices reported by participants in learning opportunities provided by the Heritage Group, including online learning materials, publications, training, and financial assistance.
- Number of heritage collections and objects (artifacts and works of art) whose preservation has been supported by program interventions (expert services, export regulation, direct and tax-based financial support).
  Note: "Heritage collections" includes a number of institutions supported by program interventions focused on preservation.
- Number of visits/visitors to travelling exhibitions and online exhibitions and other digital heritage content.

Note: The total authorities by program activity represent the distribution of budgets approved by Parliament and the planned spending represents the forecasted expenditures by program activity. These amounts do not take into account in-year internal reallocation between the various program activities that can occur. The Department has the authority to reallocate the budgets and full-time equivalents to meet in-year priorities.

Performance Analysis

This Program Activity ensures that Canada's cultural heritage is preserved and accessible to Canadians today and in the future. In 2009–2010, the Department's efforts focused on preservation and increased accessibility to Canadian heritage collections.

The **Museums Assistance Program** supported some 40 heritage institutions for projects to improve their organizational practices in fields like collections management and policy development. This program also allowed more than 1,400 individuals to participate in learning opportunities such as workshops and professional development projects. Through **Young Canada Works**, more than 1,800 young Canadians found work in heritage institutions.

The **Canadian Conservation Institute** delivered 20 workshops, in all regions of Canada, attended by 335 heritage workers and professionals. Three advanced professional development workshops were attended by 59 participants; one of these workshops addressed caring for totem poles and was developed in partnership with Parks Canada and the U'mista Cultural Centre in Alert Bay, British Columbia. The Canadian Conservation Institute also welcomed ten interns and two post-doctoral fellows, thus improving professional knowledge and practices, and fulfilling conservation curriculum requirements.

Heritage professionals and volunteers benefited from a new, interactive Web site that addresses their learning needs in the digital realm through the **Canadian Heritage Information Network's Professional Exchange** Web site[49]. In addition, various professional development events were attended by 469 heritage workers. The Digital Heritage Symposium, part of the cultural programming leading up to the **2010 Winter Games**, was attended by 90 practitioners and thought leaders, as well as 75 individuals and groups who followed online via a live webcast.

More than 15,000 Canadian heritage collections and objects were preserved through program interventions such as expert conservation services, export regulation, and direct and tax-based financial support. Collections and objects range from artworks, photographs and archaeological materials to archival items and objects crafted through traditional Aboriginal techniques. In 2009-2010, 28 interventions resulted in the preservation or presentation of Aboriginal cultural heritage.

The **Movable Cultural Property Program** continued to manage the implementation of the *Cultural Property Export and Import Act*. Protection of heritage is critical to ensure accessibility of Canadian cultural content.

More than 1 million Canadians visited the 39 domestic and international travelling exhibitions that circulated across the country with the support of funding or indemnification provided by the Department. The **Canada Travelling Exhibition Indemnification Program** developed a strategy to manage the allocation of available contingent liability, thus contributing to increased access by Canadians to Canadian and world heritage.

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[49] More information is available online at **http://www.pro.rcip-chin.qc.ca**

On June 25, 2009, the Government of Canada announced its intention to create a new national museum of immigration at Pier 21 in Halifax (Nova Scotia). This new museum, the **Canadian Museum of Immigration at Pier 21,** will explore the theme of immigration to Canada in order to enhance public understanding of the experiences of immigrants as they arrived in Canada, of the vital role that immigration has played in the building of Canada, and of the contributions of immigrants to Canada's culture, economy, and way of life. It will be Canada's sixth national museum and the second outside the National Capital Region.

Canadians' access to online cultural content was strengthened through the redesign and enhancement of the **Virtual Museum of Canada portal** (www.virtualmuseum.ca). Through this portal, Canadians and international audiences had access to 550 online exhibits, 736,000 artefact images, and other digital content contributed by 1,423 Canadian heritage institutions. In addition, more than 1,700 teachers and their classrooms were registered in the **Virtual Museum of Canada's Teachers' Centre**.

Lessons Learned

Program evaluations of the **Movable Cultural Property Program** and the **Museums Assistance Program** confirmed the ongoing relevance of both programs. All recommendations are being addressed through the implementation of the management action plans. This includes reviewing targeted sections of the regulations of the *Cultural Property Im port and Export Act* to improve client service and increase efficiencies, as well as modifying certain aspects of the **Museums Assistance Program** in light of the current museum policy context.

Overall, the consultations conducted to review the *Cultural Property Export and Import Act* reinforced initial assumptions about the continued need for the legislation, as well as its effectiveness. Input allowed further evolution of some options under consideration, reoriented others, and revealed unanticipated negative ramifications of some options that will not be pursued further.

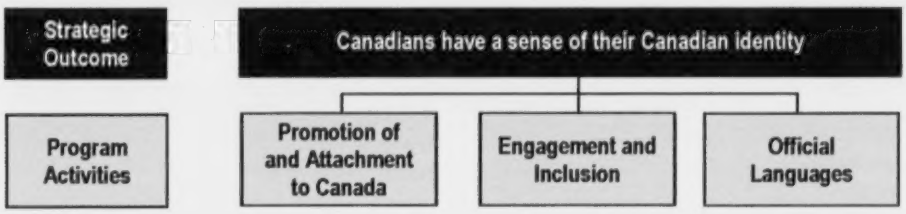
Additional Online Information

For more detailed information on the results of this program, please see the Transfer Payment Program table available online at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm.

Museum Assistance Program

Strategic Outcome 2

Canadians have a sense of their Canadian identity



This strategic outcome asserts the need for Canadians of all origins (as members of communities and society) to connect with one another, to better understand their country and its basic shared values, and to come together and celebrate as contributors to Canadian society, thereby strengthening their sense of Canadian identity.

The strategic outcome also suggests that this identity arises out of a knowledge of Canadian political and social history, the conduct of national ceremonial activities, active citizen participation in the civic and cultural life of Canadian communities – including opportunities for shared celebration and commemoration – and measures taken to improve social cohesion and socio-economic inclusion.

Finally, the strategic outcome implies a unity based on shared democratic values such as respect for human rights and diversity. These values are underscored by the strengthening and promoting of common democratic institutions and civil society, and by the formal and informal recognition of three historical pillars: Canada's Aboriginal peoples, the French and English linguistic communities, and ethnocultural and religious minority communities formed as a result of immigration over many generations.

Performance Indicators
o Level of appreciation by Canadians of Canadian shared values. o Level of active participation by Canadians in their society.

Performance Summary

All Canadians of all origins, as members of their communities and society, need to connect with one another to promote understanding of their country and shared values and to celebrate as contributors to their society. In 2009–2010, the Department was involved in a number of exciting and unique opportunities to celebrate Canada, helping to strengthen Canadians' identity and sense of pride in their country.

In 2009–2010, the **Aboriginal Peoples' Program** delivered on events and projects and contributed to programs aimed at strengthening Aboriginal cultures, improving civic participation in Canadian society, and preserving and promoting Aboriginal languages and cultures. The Department also supported initiatives and events that promoted an awareness of Aboriginal cultures with Canadians and cross-cultural awareness.

The **2010 Winter Games**, characterized as "Canada's Games," unified Canadians across the country and elicited a stronger sense of pride in Canada and in being Canadian. An Angus Reid public opinion survey conducted after the 2010 Winter Games Opening Ceremony reported that 71 percent of respondents were "proud to be Canadian"[50] and 86 percent of respondents in a survey commissioned by the Association for Canadian Studies agreed with the statement that "when Canadian athletes win medals at the Olympics I feel a stronger sense of pride in Canada."[51]

Through the **Celebration and Commemoration** program, the Department funds celebrations in the 11-day period leading up to, and including, Canada Day. In 2009, approximately 7.7 million Canadians participated in close to 2,700 celebrations across the country. The 2009 Harris Decima survey[52] of participants in the Canada Day Noon Show on Parliament Hill confirmed that Canada Day activities are important to Canadians and help build pride in being Canadian. The survey data reveals that 82 percent agreed that the Canada Day Noon Show made them proud to be Canadian; 80 percent agreed that their participation in Canada Day celebrations made them feel more connected to other Canadians; and 62 percent agreed that participating in the festivities increased their pride in being Canadian.

Changes to the regional allocation of funds for Celebrate Canada have been implemented to ensure a more balanced distribution of funds based on population and demand.

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[50] Angus Reid Public Opinion, Vancouver 2010 Winter Olympics, "*Canadians Provide High Marks to Vancouver 2010 Opening Ceremony*", February 18, 2010, http://www.visioncritical.com/wp-content/uploads/2010/02/2010.02.18_Opening_CAN.pdf

[51] The Vancouver Sun, "*Vancouver's Olympics made Canadians feel proud, poll shows*", March 5, 2010, http://www.vancouversun.com/sports/Vancouver+Olympics+made+Canadians+feel+proud+poll+shows/2647210/story.html

[52] Library and Archives Canada, Decima Research Survey, Canada, *Attitudes and Perceptions of the Canadian population towards Canada's official languages, 2006*. http://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/canadian_heritage/2006/247-05-e/index.html

Canadian identity arises out of knowledge and understanding of Canada's political and social history, traditions and active citizen participation in their communities. In 2009-2010, the **Katimavik Program** provided approximately 1,250 youth from diverse groups and regions of Canada with opportunities to enhance their knowledge of Canada and its diversity; develop their personal, social and professional skills; and enhance their appreciation of community service. It also enabled approximately 890 community organizations to better serve their community, through projects involving youth volunteers, which were carried out in 94 communities across Canada. Also, in 2009-2010, the **Exchanges Canada Program** offered opportunities to approximately 13,000 youth to enhance their knowledge and understanding of Canada; to create linkages with one another; and to enhance their appreciation of the diversity and shared aspects of the Canadian experience. Through participation in forums and group exchanges, youth were enabled to learn about Canada, its history, geography, industry, institutions, communities, cultures, and languages and to connect with other youth. For example, 84 percent of youth agreed that as a result of their participation in the Exchanges Canada Program they learned new things about Canada; 87 percent agreed that they learned about Canadian cultural communities other than their own; and 94 percent indicated that their participation resulted in new ties with people from other communities.

Canadians also recognize and support linguistic duality. Through partnerships and agreements, this priority fosters the vitality of Canada's official language minority communities and enables them to participate fully in all aspects of Canadian life while enhancing the capacity of minority official language communities to have greater access to quality education and different programs and services in their language in their communities. Members of official-language minority communities have greater access to quality education in their language, in their community. For example, a little over one in five members of an official-language minority in Canada (age 15 years and up) has a university degree (21 percent). This proportion is slightly higher than for members of an official-language majority.[53] More than six out of ten respondents who are members of an official-language minority (60.5 percent) believe that relations between Francophones and Anglophones have improved compared to ten years ago.[54]

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[53] Data from 2006 Canada Census, Statistics Canada.
http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/tbt/Rp-eng.cfm?LANG=E&APATH=3&DETAIL=0&DIM=0&FL=A&FREE=0&GC=0&GID=0&GK=0&GRP=1&PID=99018&PRID=0&PTYPE=88971,97154&S=0&SHOWALL=0&SUB=0&Temporal=2006&THEME=70&VID=0&VNAMEE=&VNAMEF=

[54] Department of Canadian Heritage analysis of 2007 and 2008 data provided by the Society of Composers, Authors and Music Publishers of Canada.

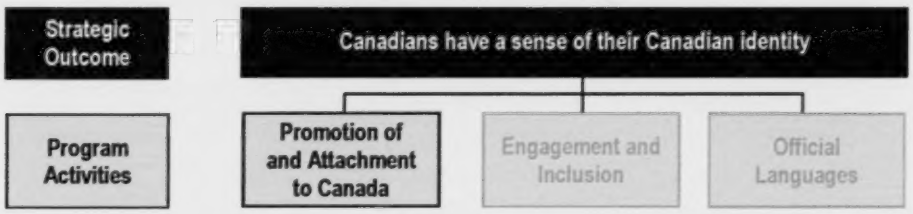
Benefits for Canadians

Fostering a sense of Canadian identity strengthens the country's social foundations and contributed to a sense of common purpose with fellow Canadians of different regions, cultures and languages; involvement and engagement in the civic life of Canada; the maintenance of a respectful national dialogue; and the exercise of citizen responsibilities.

Activities were carried out to increase Canadians' knowledge about their country – its symbols, history, institutions, regions, languages, and cultures – and provided opportunities for Canadians to experience and celebrate their country and to get to know their fellow Canadians. Such activities promoted a sense of belonging and shared values and provided opportunities for Canadians to participate in their communities as engaged citizens.

These activities also enabled Canadians to enjoy the benefits of Canada's linguistic duality: to live and work in communities that reflect Canadian values with respect to the use of English and French, and to have access to government services in the official language of their choice.

PROGRAM ACTIVITY 4: PROMOTION OF AND ATTACHMENT TO CANADA



Benefits for Canadians

Through a fostering of Canadian identity and belonging that includes Canadians from all backgrounds, Canada's social foundations are strengthened. The programs offer Canadians the opportunity to learn about our history, civics, symbols and institutions, and to participate in events of national significance. They enable Canadian youth to connect with one another, explore Canada's diversity, understand their roles as citizens and actively engage in their communities and country. Together, they administer activities that promote attachment to Canada and provide a platform to showcase Canadian culture, talent and innovation to the world.

2009–2010 Financial Resources ($ millions)			2009–2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Variance
131.3	149.0	150.7	129.1	147.1	(18.0)

Expected Results

- Knowledge of and appreciation for Canada's shared values and common interests by Canadians, particularly youth, and by the international community.

Performance Indicators

- Number and rate of Canadians reached by Canadian Heritage initiatives who report increased level of awareness, knowledge of and appreciation for Canada's values and culture.
- Extent of international recognition for Canada's values and common interests.
- Percentage of Canadians reached by activities, events, commemorations, and exhibits.

Note: The total authorities by program activity represent the distribution of budgets approved by Parliament and the planned spending represents the forecasted expenditures by program activity. These amounts do not take into account in-year internal reallocation between the various program activities that can occur. The Department has the authority to reallocate the budgets and full-time equivalents to meet in-year priorities.

Performance Analysis

The Department is active in the promotion of Canadian identity through building trust, pride, and a sense of national purpose in Canadians. It enables participation in and celebration of Canada to Canadians and to the world, showcasing ingenuity, achievements, innovations, excellence, and leadership; expressing shared values, cultural diversity, and place in the global community. The Department is committed to promoting civic education and participation among young Canadians and to providing them with opportunities to learn about and understand Canada's society, diversity, history, and institutions.

Through programs such as **Canadian Studies**, **Katimavik**, and **Exchanges Canada**, the Department provided opportunities for Canadians to become more knowledgeable about Canadian society, civics, and history, and to be connected to each other and active in their communities. In 2009–2010, 84 percent of youth participating in the **Exchanges Canada Program** agreed that as a result of their participation they learned new things about Canada, 87 percent agreed that they learned about Canadian cultural communities other than their own, and 94 percent indicated that their participation resulted in new ties with people from other communities. There has also been an increase in participation for **Katimavik** and **Exchanges Canada Program** from 2008–2009.[55] In order to increase the number of participants in the program and diversify volunteer experiences, in September 2009, **Katimavik** launched for the first time a new, 24-week thematic program model.

The **Canadian Studies Program** expanded its focus from youth to all Canadians and invested an additional $1.25 million in projects supporting the development of learning materials and activities that enable Canadians, youth and educators to learn about Canada's history and civic institutions.

In 2009–2010, the Department continued to actively participate in international events, such as Expo 2010 in Shanghai, China, and provided Canadians across Canada with opportunities to be a part of the 2010 Winter Games.

The **Celebration and Commemoration program** continued to support celebrations in the 11-day period leading up to and including Canada Day.

The Department provided financial support for the 2010 Olympic Winter Games Opening Ceremony, which showcased Canadian talent and Canada's culture and history. Record-breaking broadcasting and new media coverage, which brought the Games to more homes in Canada than ever before, were watched by an estimated 3.5 billion worldwide television viewers. Canadians have never been more connected than they were during the Games.

The Department also provided financial support for the 100-day **Olympic Torch Relay**, covering 45,000 kilometres, which helped build excitement across the country for the Games. The Olympic Torch visited 1,036 communities and places of interest, engaging Canadians in every province and territory. The **Paralympic Torch Relay**, which took place over 10 days, was celebrated in 13 community celebrations. An estimated 1.5 million Canadians were reached by activities related to the Olympic and Paralympic Torch Relays.

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[55] Transfer Payment Program 2008–2009 compared with Transfer Payment Program 2009–2010.

The Department provided financial support for celebration sites in Vancouver and Whistler that gave Canadians the opportunity to meet athletes; enjoy shows from local, Canadian and international performers; follow media coverage of the competitions; and watch the Opening Ceremony on large screen. During the 2010 Winter Games, attendance at the celebration sites in Vancouver was estimated at 550,000, and attendance at the Whistler celebration site was estimated at 680,000 people.

Preparations for Canada's participation in **Expo 2010 in Shanghai,** China, including pavilion construction, programming, and outreach, were completed and launched on May 1, 2010, including the development of a Canada at Expo 2010 Web site and the Engaging Canadians Outreach Program.

Lessons Learned

In 2009–2010, all the recommendations following the 2008 **Exchanges Canada Program** audit were implemented, including the strengthening of the risk mitigation strategies and the development of an overall human resources plan/strategy.

Some of the noteworthy accomplishments highlighted by the audit team are the **Exchanges Canada Program** team's diligence in managing project files and the existence of supporting tools for project management. Having effective project management and supporting tools in place enables the Program to provide reliable information that supports accountability and decision-making.

Concerning the evaluation, as a result of stakeholder consultations, the funding allocation decision process for the **Youth Forums Canada** component was reviewed and modified to increase transparency and predictability, and it established a higher level of service for clients.

As part of a Department-wide project seeking to improve service standards at Canadian Heritage, the **Exchanges Canada Program** will establish service standards for the processing of funding applications and publish these service standards on its Web site[56] in 2010–2011. Establishing service standards for the processing of applications will help ensure dependable, prompt, and accurate service delivery to the client. As well, publishing the service standards on the Program's Web site will provide clients with clearer, more accurate information. It also helps the Program manage client expectations so they can plan ahead and determine the best timing to apply.

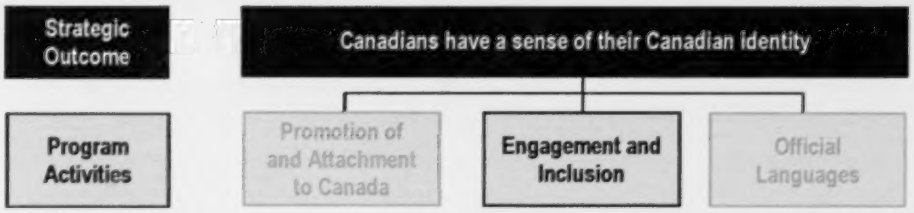
Additional Online Information

For more detailed information on the results of programs, please see Transfer Payment Program tables available online at **http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm**.

Celebration and Commemoration Program
Exchanges Canada Program
Katimavik Program

[56] More information is available online at **http://www.exchanges.gc.ca**

PROGRAM ACTIVITY 5: ENGAGEMENT AND INCLUSION



Benefits for Canadians

Canadians are engaged and have the opportunity to participate in the social, cultural and civic life of their communities and country. The programs in this area contribute to the celebration and preservation of local arts and heritage and emphasize inclusiveness as a key to Canadian identity, including strengthened Aboriginal cultural identity and participation in Canadian society.

2009–2010 Financial Resources ($millions)			2009–2010 Human Resources (FTEs)		
Planned Spending	**Total Authorities**	**Actual Spending**	**Planned**	**Actual**	**Variance**
131.7	96.8	90.1	251.7	109.4	142.3
Expected Results o Canadians are engaged and have the opportunity to participate in social and cultural aspects of community life in Canada.					
Performance Indicators o Level of engagement and participation by Canadians in social and cultural aspects of community life in Canada.					

Note: The total authorities by program activity represent the distribution of budgets approved by Parliament and the planned spending represents the forecasted expenditures by program activity. These amounts do not take into account in-year internal reallocation between the various program activities that can occur. The Department has the authority to reallocate the budgets and full-time equivalents to meet in-year priorities.

Note: The Reduction in Planned versus Actual Spending and Human Resources is a result of the transfer of the Multiculturalism Program, Canada's Action Plan Against Racism, and the Historical Recognition Program from Canadian Heritage to Citizenship and Immigration Canada.

Performance Analysis

Through different initiatives, this Program Activity speaks to the impact of programs on Canadians and their engagement, and on their participation in the economic, social, political, and cultural aspects of Canadian society. In order to provide a complete picture of the results, this Program Activity features expected results and indicators from specific programs.

The **Human Rights Program** coordinated Canada's response to the *United Nations Human Rights Council on Canada's Universal Periodic Review.* This Review was aimed at improving social cohesion and socio-economic inclusion, therefore strengthening Canadians' sense of their identity. The Department coordinated information sharing and progress reporting to ensure that federal, provincial, and territorial governments were aware of the state of human rights in their jurisdictions. In 2009–2010, the Department held seven federal government consultation meetings; four federal, provincial, and territorial government consultation meetings; and two consultation sessions with civil society and Aboriginal organizations. This enabled federal, provincial, and territorial governments to consider developing and amending their laws, policies, and programs in order to improve the implementation of human rights instruments and therefore improve social cohesion and socio-economic inclusion in Canada.

In 2009–2010, the **Building Communities through Arts and Heritage Program** supported 785 projects in 480 communities with a population exceeding 20.5 million Canadians that helped to celebrate and participate in 657 local festivals, 124 anniversaries and 4 legacies. Moreover, it implemented a third component, the **Legacy Fund** (not in *Canadian Heritage 2009–2010 Report on Plans and Priorities),* to provide financial support for the creation of tangible, lasting legacy projects that commemorate or celebrate a major anniversary of a significant local person or event.

In 2009–2010, the **Aboriginal Peoples' Program** delivered on events and projects and contributed to programs aimed at strengthening Aboriginal cultures, improving civic participation in Canadian society, and preserving and promoting Aboriginal languages and cultures. Active participation by Aboriginal peoples in projects took place in order to help strengthen participants' sense of Canadian identity across Canada. It has contributed to 118 friendship centre organizations, 220 projects to develop opportunities for Aboriginal youth to learn about their heritage, 229 summer jobs for Aboriginal students in 74 communities, career fairs for Aboriginal youth attended by 1,500 senior high-school students, 31 projects across Canada that focused on cultural and social development and community engagement, Aboriginal self-government and family violence, and Aboriginal language projects for 55 First Nations, Inuit and Métis languages.

The Department supported initiatives and events that promoted an awareness of Aboriginal cultures with Canadians and cross-cultural awareness. Events included achievement awards presented to 14 Aboriginal recipients at an awards show attended by 2,000 people and broadcast on the Aboriginal Peoples Television Network and the Global Television Network, National Aboriginal Day attended by over 25,000 individuals, and radio and television programming in 17 Aboriginal languages across Canada reaching over 250,000 Aboriginal people.

Lessons Learned

As the need to increase access by Aboriginal people to projects was identified in previous audits and evaluations, the **Aboriginal Peoples' Program** will be launching open calls for proposals, and assessments of proposals, based on merit, will be increased in the coming years.

The 2007–2008 **Building Communities through Arts and Heritage** pre-implementation audit provided Program management with assurance on the soundness of its structure and processes, determined where the Department was exposed to risk, and recommended remedial actions. Most recommendations have been addressed, including the implementation of control mechanisms such as a quality assurance process and a clear description of regional and national headquarters' responsibilities in review committees.

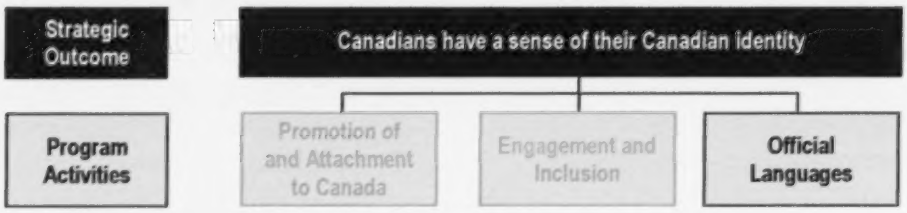
Thanks to the pre-implementation audit, the **Building Communities through Arts and Heritage Program** was able to identify and address areas needing improvement within the first year of its inception in advance of the Department's standard evaluation cycle.

Additional Online Information

For more detailed information on results of programs, please see Transfer Payment Program Tables available online at: **http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm**.

Building Communities through Arts and Heritage Program
Aboriginal Peoples' Program
Community Historical Recognition Program

PROGRAM ACTIVITY 6: OFFICIAL LANGUAGES



Benefits for Canadians

Canadians enjoy the benefits of linguistic duality to live and work in communities that reflect Canadian values with respect to the use of English and French, and have access to government services in the language of their choice. This is accomplished through enhancing the capacity of Canadians living in official-language minority communities to live and work in the language of their choice, through increasing the proportion of Canadians who are aware of the benefits and have the necessary tools to appreciate linguistic duality and through strengthening the capacity of the Government of Canada relating to official languages. More precisely, Canadians will benefit from a range of actions in the areas of health, immigration, justice, economic development, and arts and culture.

2009–2010 Financial Resources ($ millions)			2009–2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Variance
375.2	377.2	365.6	130.0	138.7	(8.7)

Expected Results

- Canadians recognize and support linguistic duality.
- Official-language minority communities can live in their language, in their communities.

Performance Indicators

- Recognition by Canadians of the benefits of linguistic duality.
- Satisfaction of official-language minority communities with access to programs and services provided by community organizations, and provincial, territorial, and local governments.
- Official-language minority communities' confidence regarding enhancement of their community.

Note: The total authorities by program activity represent the distribution of budgets approved by Parliament and the planned spending represents the forecasted expenditures by program activity. These amounts do not take into account in-year internal reallocation between the various program activities that can occur. The Department has the authority to reallocate the budgets and full-time equivalents to meet in-year priorities.

Performance Analysis

Canadians enjoyed the benefits of linguistic duality to live and work in communities that reflect Canadian values with respect to the use of English and French, and many efforts were made to ensure access to government services in the language of their choice. This was accomplished through enhancing the capacity of Canadians living in official-language minority communities to live and work in the language of their choice, through increasing the proportion of Canadians who are aware of the benefits and have the necessary tools to appreciate linguistic duality, and through strengthening the capacity of the Government of Canada relating to official languages. More precisely, Canadians benefitted from a range of actions in the areas of health, immigration, justice, economic development, and arts and culture.

Departmental programs and initiatives are working towards ensuring that a greater number of Canadians have a working knowledge of both official languages, have a better understanding and appreciation of the benefits of official languages, recognize the rights of official-language minorities, and foster their participation in Canadian society.

The 2006 Canada Census (Statistics Canada) indicated that about 17.4 percent of Canadians have a working knowledge of their second official language. The number of bilingual Canadians (English-French) has reached an all-time high (5.4 million, or 17.4 percent as of the most recent survey in 2006). At the time, more than six out of ten respondents[57] (60.5 percent) who live in an official-language minority community believe that relations between Francophones and Anglophones have improved compared to ten years ago. More than two out of three respondents (68.8 percent) believe that work opportunities have increased as a result of English and French being spoken in Canada.[58]

Canadians who recognize and support linguistic duality, have a better understanding and appreciation of its benefits. In particular, 2009–2010 marked the celebration of the 40th anniversary of the *Official Languages Act*. Among other events organized during 2009-2010, a special event, organized by the Department on Parliamentary Hill in September 2009, was an opportunity to highlight the Government of Canada's commitment to linguistic duality and the actions taken to ensure respect for, and the vitality of, Canada's two official languages. The **Roadmap for Canada's Linguistic Duality 2008-2013: Acting for the Future** (Roadmap) is a key component of this action.

Departmental activities concerning official languages focused primarily on the implementation of the new **Linguistic Rights Support Program**, the implementation of the ***Roadmap*** and the renewal of federal-provincial agreements and collaborative agreements with the communities. Under the Roadmap, a newly created program was announced, the **Cultural Development Fund**, effective April 1st, 2009. With a budget of $14 million over four years, the Program will help promote the contribution of arts, culture, and heritage to the sustainable development of English-speaking and French-speaking minority communities.

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[57] Library and Archives Canada, Decima Research Survey, Canada, *Attitudes and Perceptions of the Canadian Population Towards Canada's Official Languages, 2006*.
http://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/canadian_heritage/2006/247-05-e/index.html

[58] The Branch whose programs are supporting Official Languages is currently developing a new approach that will give more current data.

In addition to being responsible for a number of Roadmap initiatives, the Department oversees the overall implementation of the Roadmap. In September 2009, the Department released the Horizontal Results-Based Management and Accountability Framework, a tool that allows the Government of Canada and all Roadmap federal partners to monitor and evaluate Roadmap implementation and facilitates decision making and policy development.

The activities to implement the horizontal initiative involved all of the priority sectors, including health, immigration, economic development, justice and arts and culture. In total, over $220 million in Roadmap funding was invested in 2009–2010.

In June 2008, the Government of Canada also announced the creation of the **Language Rights Support Program**, focusing on awareness and alternative dispute resolution, yet allowing support for litigation. In 2009–2010, the Department focused on establishing the necessary accountability and governance mechanisms that would allow the Program to officially open in late 2009. The Department has identified the University of Ottawa as the Program's managing institution. The **Official Languages and Bilingualism Institute**, in partnership with the Faculty of Law (University of Ottawa), was given the mandate to implement this Program. The Department and key stakeholders have identified the Program's Panel of Experts, designated by the Minister. The Panel comprises nine members who are legal experts, representatives specializing in alternative dispute resolution, or representatives from the Francophone and Anglophone minority communities and comprise a balanced representation (experience, region, and language). The Language Rights Support Program was launched officially on December 22, 2009.

A protocol for agreements was signed with the **Council of Ministers of Education, Canada**, on September 4, 2009, allowing for the conclusion of bilateral agreements with each province and territory to support minority official-language education and second-language learning until 2013, totalling $1.1 billion over four years. Agreements were also signed with provincial and territorial partners to offer better access to services in the minority official language.

Negotiations with official-language minority communities were conducted to renew the collaboration agreements signed in each province and territory. These agreements help bring community development issues to light and enable the communities' needs to be addressed. The **Official Languages Support Programs** commit $30.5 million per year to support organizations dedicated to official-language minority community development.

General satisfaction with services offered to official-language minority communities in their language has improved; the general satisfaction rate is 74 percent, and six out of ten respondents say they are satisfied.[59] The rate of satisfaction is even higher when it comes to specific services (media and communications—85.7 percent; health and social services — 71.1 percent; daycare and preschool—70.9 percent) (Survey 2006).[60] As well, 31 percent of members of these communities say they are satisfied that access to services in their language has improved in the last five years. (Less than 15 percent of Anglophones and less than 8 percent of Francophones say that services have deteriorated: Survey 2006).[61]

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[59] Same as 53.
[60] Idem.
[61] Idem.

Lessons Learned

Following a 2008–2009 audit of the Official Languages Support Programs, it was recommended that improvements be made to existing processes in order to reduce the time taken to fund recipient organizations. This recommendation became more significant in light of the problems some recipients encountered in 2009–2010 as a result of delayed funding.

Consequently, in 2009–2010, the Official Languages Support Programs conducted an extensive review of the funding process and established an overall strategy to reduce the time needed to process applications from recipient organizations. This strategy included promoting multi-year funding, developing and implementing clear service delivery standards, increasing the amount under which specific projects can be funded using grants as opposed to contributions, and testing improved electronic forms.

Although the full impact of these measures will only be felt in the coming years, preliminary findings show that major progress has already been made. For example, the majority of recipient organizations eligible for program funding in 2010–2011 which enables them to carry out their regular activities received confirmation of funding before March 31, 2010, prior to the start of the new fiscal year.

In relation to implementing the Roadmap, improving the quality of exchanges on guidance and innovation with respect to official languages has engaged all interdepartmental committees. To ensure the quality of exchanges in its support committees (the Interdepartmental Policy Committee, the Interdepartmental Official Languages Program Management Committee, and the Coordinating Committee on Official Languages Research), the Committee of Assistant Deputy Ministers on Official Languages identified its priorities for 2009–2010, assigned them among these support committees, and had each committee develop detailed work plans that included these priorities, which are followed up regularly. By distributing the work among the various support committees, the main committee could then work more as a steering committee, allowing it to focus on more strategic discussions.

Additional Online Information

For more detailed information on the results of programs, please see Transfer Payment Program tables available online at **http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm**.

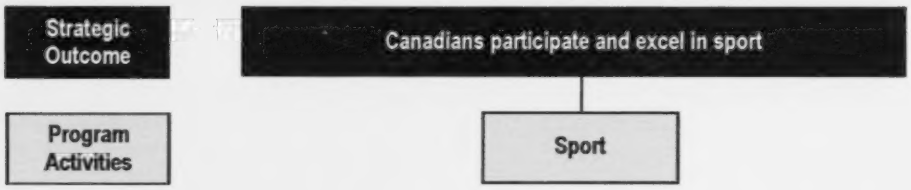
Development of Official Languages Communities Program
Enhancement of Official Languages Program

For more detailed information on the results of programs, please see the Horizontal Initiative Table available online at **http://www.tbs-sct.gc.ca/rpp/2009-2010/inst/pch/st-ts05-eng.asp**.

Roadmap for Canada's Linguistic Duality 2008–2013: Acting for the Future

Strategic Outcome 3

Canadians participate and excel in sport



This outcome speaks to the beneficial effects of sport participation on the health and well-being of individuals, on the cohesion of communities, and on Canadians' pride in their country. To this end, it portrays a spectrum of sport participation from playground to podium, and recognizes the inspirational value of sporting excellence in Canadian life, as well as the regard in which world-class Canadian athletes are held at home and abroad. It asserts the importance of sport to Canadian identity. It also speaks to the importance of the sport system at all levels, enabling sport participation by Canadians and, at the same time, fostering the development of high-performance athletes, coaches, and officials. This system includes national sport organizations and sport facilities throughout the country, and contributes directly to the capacity of Canadian communities to host the Canada Games and international sport events, which in turn further enhance Canada's sport system and international sporting reputation.

Performance Indicators
o Rate, frequency and nature of participation by Canadians in sport activities. o International ranking at Olympic/Paralympic Games and World Championships.

Performance Summary

The 2008 Physical Activity Monitor[62] explored participation in sport, defined as physical activities that usually involve competition and rules and develop specific skills. By this definition, 30 percent of Canadians reported that they participated in sport in 2008. Of those, 65 percent participated in at least one team sport, while 42 percent participated in at least one individual sport. 92 percent of participants in Canadian sport engaged as players, 14 percent as coaches, 4 percent as assistant coaches, and 5 percent as officials or referees. Overall, sport participation in Canada, from 1992 to 2005, was on the decline[63].

An unprecedented, innovative, and collaborative initiative led to success in Canadian sport. Aimed at achieving excellence, ***Own the Podium 2010*** was a national initiative designed to help Canada's winter athletes win the most number of medals at the 2010 Olympic Winter Games and to place in the top three nations in the gold-medal count at the 2010 Paralympic Winter Games.

In 2009 Canada ranked 2nd for the fourth year in a row, among Winter Olympic Nations. Further, in 2009, Canada ranked 18th among Summer Olympic Nations, the same rank as the previous year.

A highlight of 2009-2010 was Canada's hosting of the **2010 Winter Games** in February and March 2010. On home soil at the **2010 Winter Games**, Canadian athletes won 14 gold, 5 silver, and 7 bronze medals. Canada's 14 gold medals were the most ever won by a host country at any **Winter Olympic Games**. The 26 Olympic medals rank Canada as third among Winter Olympic Nations. Ranking third with 19 medals at the 2010 Paralympic Games, Canadian athletes won 10 gold, 4 silver, and 5 bronze medals.

Benefits for Canadians

The Department continued its work to increase opportunities for sport participation among all Canadians, including targeted under-represented groups, through the Sport Participation Development Initiative for persons with and without a disability; bilateral agreements on sport participation, including a component directly targeting Aboriginal communities, with provinces and territories; as well as supporting the construction of Olympic and Paralympic venues during the **2010 Winter Games**. The venues now provide Canadians with world-class training facilities and new recreational opportunities.

The number of gold, silver, and bronze medals won by Canadians athletes as well as the overall ranking of Canada, especially at the **2010 Winter Games**, made Canadians proud of their country.

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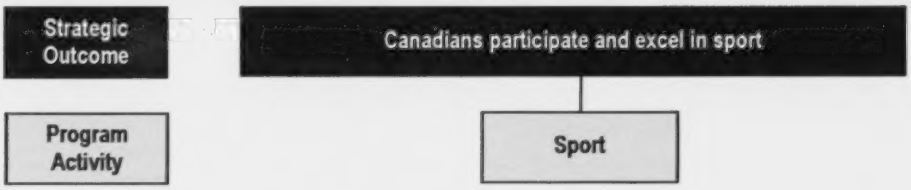
[62] Canadian Fitness & Lifestyle Research Institute (2009). *Let's Get Active! Planning Effective Communication Strategies. 2008 Physical Activity Monitor.* CFLRI. **(http://www.cflri.ca/eng/statistics/surveys/documents/PAM2008FactsFigures_Bulletin03_Sport_Participation EN.pdf)**

[63] Statistics Canada. Sport Participation in Canada (2005). Culture, Tourism and the Centre for Education Statistics Division. Research Paper.

PROGRAM ACTIVITY 7: SPORT



Benefits for Canadians

Sport is important to Canadians. It has the ability to engage citizens, build strong communities and improve the health of Canadians of all ages. Sport contributes to social cohesion and helps to surmount social barriers. It also contributes to national pride as Canadians celebrate the achievements of our athletes at Olympic and Paralympic Games. Sport enriches Canada's cultural life, promoting Canadian values domestically and internationally and it contributes to economic development and prosperity.

In this area, the government works at home and abroad to promote development and excellence in sport among Canadians and Canadian communities. A highlight of this year was the hosting of the 2010 Winter Games in February and March 2010.

2009–2010 Financial Resources ($ millions)			2009–2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Variance
197.3	240.9	232.7	180.3	178.8	1.5
Expected Results o The sport system provides benefits for Canadians.					
Performance Indicators o Sport development opportunities provided by the Canadian sport system.					

Note: The total authorities by program activity represent the distribution of budgets approved by Parliament and the planned spending represents the forecasted expenditures by program activity. These amounts do not take into account in-year internal reallocation between the various program activities that can occur. The Department has the authority to reallocate the budgets and full-time equivalents to meet in-year priorities.

Performance Analysis

The Department, through its **Athlete Assistance Program**, has helped Canadian athletes pursue and achieve international-level performance standards. In the 2009 Status of the High Performance Athlete study,[64] 80 percent of carded athletes[65] agreed that it has made it possible to achieve high levels of athletic performance. Coaches were in similar agreement at 76 percent. A total of 50 percent of athletes reported that it is assisting (or has assisted) them in pursuing post-secondary education, and a higher percentage of coaches were in agreement. Tuition support has increased consistently over the past few years. In 2009–2010, tuition support of $2.3M was provided to 729 current and former carded athletes. The Department provides continued, direct support to high performance athletes identified as being at or having the potential to be at, the top 16 level in the world in their sport.

Canada's accomplishments at the **2010 Winter Games** have helped remind us who we are as a country, a nation characterized by inclusion and tolerance, with a rich history and excellence in culture and elite sport performance. Hosting the 2010 Winter Games provided a unique opportunity for the Government of Canada to further promote Canada and its values to the international community and to enhance economic stimulation for tourism, foreign investment, and trade opportunities. The world saw Canada as a creative, sustainable, friendly, and open nation attractive to visitors, investors, businesses, and students, and a good place to call home. Canadian Olympians won 14 gold medals, the most ever for any country at a single Winter Games. The Canadian team won 26 medals in all, more than Canada has ever won at any previous Winter Olympic Games. Canadian Paralympians won 10 gold medals and 19 medals overall. As athletes said again and again throughout the Games, they could not have performed as they did without *Own the Podium*. This successful initiative is in addition to the many programs that provide ongoing financial support to athletes and sport in Canada.

The **Long-Term Athlete Development (LTAD) Model** has provided a framework to ensure that sports become more athlete-centered and to review how Sports Organizations deliver sport within their communities. Each element of each sport (coaching, training, equipment, and competition) was reviewed to ensure that it best met the needs of the athlete at each stage of development. Programs were developed and aligned using the same criteria. Competitions were reviewed and adjusted to ensure that they optimized opportunities for the athlete.

All sports funded under the Sport Funding and Accountability Framework have embarked on the process of developing a sport-specific model that outlines the various elements that each sport must offer to ensure the optimum pathway for an athlete to reach the best of their ability. Through the process, Sport Organizations have been able to assess the content and delivery of their programs and make adjustments accordingly, allowing for a better sport system and a greater likelihood of increased retention of athletes in sport and improved performance results.

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[64] Ekos Research Associates, Inc., *2009 Status of the High Performance Athlete*, Ottawa, 2010.

[65] Athletes who are approved for funding and are financially supported through the Athlete Assistance Program are referred to as "carded" athletes. The Program support is referred to as "carding."

The *Policy and Action Plan on Sport for Women and Girls* provides renewed direction for departmental leadership and programs that promote and develop a strengthened sport system where women and girls are full, active, and valued participants and leaders, experiencing high-quality sport and equitable support. The *Policy's Accountability Framework* shows the expected results that the Department is working to achieve in a logic model format and provides the basis for how the Department monitors and evaluates its performance. The Framework provides the blueprint for the planning, measuring, evaluating, and reporting on results through the life cycle of the policy.

This policy includes strong direction and international opportunities for Canadian women and girls. It reflects Canada's interests, values, and ethics in sport at home and abroad. Canada's active international engagement in the world of sport benefitted Canadian women and girls in 2009–2010. A key accomplishment took place during the **Games of La Francophonie** in Beirut, Lebanon. Canada brought together experts from 13 countries on the topic of women's leadership in sport policy decision-making. Building on opportunities to provide international leadership within the Commonwealth, the Americas, and the Francophonie, Canada helped promote global dialogue on the participation of women in sport.

Lessons Learned

By implementing an LTAD approach in the sport system there has been a positive review of the sport development system by each sport. In fact, each Sport Organisation does its own review of its own Sport Development System. For example, Swimming Canada reviews the Swimming Canada system to develop athletes, coaches, and participants. This review was done in collaboration with an Expert in the field who guides the discussions and brings knowledge of scientific (physiology, psychology, etc.) literature. Result of the review was the development of a Long Term Athlete Development Model for the sport in which the Sport can then implement the LTAD approach. The introduction of many new programs geared to encouraging children to develop their skills and to continue to participate and be active ensures that competition structures offer the best experiences for athletes at the optimum occasions, and it has led to an interaction between sports that had not existed before.

The synergy that now exists, not only within the sport community but also within the sport and recreation, health, and education communities, has been an unforeseen and extremely positive consequence of the adoption and implementation of the Long-Term Athlete Development models.

The development process for the new *Policy and Action Plan on Sport for Women and Girls* resulted in a policy that engages women and the sport community. The robust commitment by all parties involved, where individuals and organizations are recruited and meaningfully involved in a given activity, allows for great benefit to be realized in the Canadian sport system. Rather than encouraging a "build it and they will come" approach to Canadian sport, the policy was developed to promote innovative quality sport experiences for women and girls, to not only remove barriers but also to encourage ongoing involvement.

Additional Online Information

For more detailed information on the results of programs, please see Transfer Payment Program tables available online at **http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm**.

Hosting Program
Sport Support Program
Athlete Assistance Program

For more detailed information on the results of programs, please see the Horizontal Initiative table available online at **http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm**.

2010 Olympic and Paralympic Winter Games—Delivering on our Commitments

PROGRAM ACTIVITY 8: INTERNAL SERVICES

The following program activity supports all strategic outcomes within this organization.[66]

2009–2010 Financial Resources ($ millions)			2009–2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Variance
87.7	109.6	127.6	1,016.8	1,124.2	(107.4)

Note: The total authorities by program activity represent the distribution of budgets approved by Parliament and the planned spending represents the forecasted expenditures by program activity. These amounts do not take into account in-year internal reallocation between the various program activities that can occur. The Department has the authority to reallocate the budgets and full-time equivalents to meet in-year priorities.

Performance Analysis

The Management Accountability Framework sets out the Government's expectations for good management of a department or agency. The annual assessment is performed by the Treasury Board Secretariat.[67]

As a result of the Management Accountability Framework Round VI assessment, the Department has maintained several strong and acceptable ratings. It remains strong in the area of Values-Based Leadership and has an established productive, principled, sustainable, and adaptable workforce. The Department has also received a strong rating for possessing a healthy and effective performance management system to hold executives accountable for results. In addition, the Department contributes effectively to government-wide priorities with citizen-focused service, and it continues to function well in the areas of organizational change management, procurement, information and financial management, internal audit, and risk management. The Department has demonstrated strong evidence of improvement in the development of high-quality risk-based plans for evaluations, increased effectiveness of its information technology management, and an evolution of its Program Activity Architecture.

[66] Beginning in the 2009–2010 Estimates cycle, the resources for Internal Services are displayed separately from other program activities. As in the case of the previous Main Estimates, they are no longer distributed among program activities under Strategic Outcomes 1 through 3. This has affected the comparability of spending and FTE information by program activity between fiscal years.

[67] The Management Accountability Framework Round VI assessments are available online at http://www.tbs-sct.gc.ca/maf-crg/assessments-evaluations/2008/assessments-evaluations-eng.asp.

The Management Accountability Framework (Round VI) assessment results informed the development of a departmental action plan that strategically supports continuous improvement of the organization's management capacity. The Department identified four management priorities for 2009–2010 to continuously improve the performance of the organization:

- Integration of financial and non-financial information;
- Management of security and business continuity;
- Public Service Renewal; and
- the Blue Ribbon Panel on grants and contributions.

Integration of Financial and Non-Financial Information

The Department worked diligently to stabilize its Program Activity Architecture and refine its supporting Performance Measurement Framework in 2009–2010. While some progress was made, efforts continue to strengthen the link between financial and non-financial data in order to provide better metrics to guide decision-making, increase performance levels and enable continuous improvement.

Results Achieved on Public Service Renewal

Over the past three years, the Department has focused on ensuring that the iterative changes under the Public Service Renewal banner are steadily transforming how people are managed throughout the Department:

- **Integrated planning:** The Department has focused its efforts on continuously strengthening its integration of business and people needs into the planning process. This enabled the Department to develop a resourcing strategy ensuring that there are qualified pools of candidates in place to meet clients' business and employment equity needs.

- **Recruitment:** The Department has again exceeded its annual post-secondary recruitment target. During our in-house orientation program, the Department sought the views of new employees on their new workplace and how well it had succeeded in integrating them. Gener*Action*, our community of practice for young and new employees, enabled them to quickly develop networks across the organization.

- **Employee development:** Owing to a strong Executives (EX) Performance Management Program process already in place, the Department was able to introduce EX talent management one year ahead of the action plan set by the Clerk of the Privy Council. With the executive candidate pool, the Department was able to introduce collective processes for its EX-04, EX-02, and EX-01 positions open only to employees of the Department, offering them meaningful career opportunities.

  The new Leadership Development Framework extended talent management to the non-EX community. Along with strengthening performance, learning and career plan discussions, two new in-house learning programs have been introduced to complement the required training offered by the Canada School of the Public Service: *Working @ PCH* and *Managing @ PCH*.

- **Enabling infrastructure:** A client service initiative was established to look at all aspects of human resources service delivery to ensure that it meets client needs while respecting the Deputy Minister's accountability requirements. Service standards were developed for the full range of human resources services. The Department is reviewing the results of its first qualitative survey of the full range of human resources services.

All executives have public service renewal commitments in their performance agreements. Employees are invited to provide feedback through a variety of mechanisms such as the Department's Public Service Renewal Web site, which invites employee comments and feedback. Focus groups were also held with employees from employment equity groups to develop the *Strategy and Action Plan for the Recruitment, Development and Advancement of Visible Minorities, Aboriginal People and Persons with Disabilities.*

Results Achieved on the Blue Ribbon Panel (Grants and Contributions Reform)

The Department continued to participate actively with the Treasury Board of Canada Secretariat and other grants and contributions departments, both vanguard and other, on a series of committees and working groups at the deputy minister, assistant deputy minister and director general/director levels.

The Department reported significant progress to Treasury Board on the 21 projects in its Departmental Grants and Contributions Reform Action Plan. Of particular note is the success that the Department achieved in implementing all key aspects of the *revised Policy on Transfer Payments* by March 31, 2010. These include:

- obtaining the Minister's direction on risk approach;
- establishing an internal approval framework to exercise the increased ministerial authority afforded by the Policy;
- revising and developing new directives, tools and training to manage grants and contributions on the basis of risk, notably the pivotal new Project Risk Assessment and Management Tool;
- establishing and publishing service standards for grants and contributions programs (time to acknowledge an application, time to render a funding decision for each program, and time to issue a payment). The Department was the only one to fully meet the deadline;
- publishing its second Three-Year Program Plan; and
- monitoring progress and keeping management informed.

The Department continued to reform the delivery of its funding programs in support of the Government Action Plan responding to the recommendations of Blue Ribbon Panel on Grants and Contributions.

Lessons Learned

The Department continues to learn from its activities by looking on an on-going basis how to improve the effectiveness and the efficiency of its Internal Services. Among the lessons learned in 2009-2010 are those related to the increased level of maturity of the departmental processes to systematically integrate planning in evaluation, performance measurement, risk management and human resources management. In 2009-2010, the Department continued to improve its Integrated Human Resources and Business Planning Process to help ensure a better alignment between the Department's strategic outcomes, activities and operational priorities and to demonstrate clear accountability. In order to assist managers in the preparation of business plans and ensure coherence within the Department, guidance and information sessions were provided by the Strategic Planning Directorate.

The Strategic Policy, Planning and Evaluation Committee, chaired by the Deputy Minister, provides a senior level forum for discussion, analysis and approval of the strategic priorities and direction, policy issues and the legislative agenda; the Corporate Risk Profile; integrated policy, planning, research and evaluation efforts within the Department, cross-departmental coordination where necessary and the performance measurement strategy for the Department.

In addition, the Department put into effect an action plan for implementation of the Management, Resources and Results Structures Policy in order to ensure that programs are able to fulfill their responsibility for developing and maintaining performance measurement strategies and also have the capacity to report on results achieved. The Department provided information sessions on results-based management as part of the action plan measures to increase awareness and internal capacity of employees on this matter. However, additional efforts are required for the establishment of targets for each performance indicator outlined in the departmental Performance Measurement Framework in order to advance evidence-based performance reporting. Development of a robust and mature framework takes time and on-going commitment. It is recognized that the design and implementation of adequate tools and guidelines as well as the establishment of relevant information technology and systems will increase the internal capacity for regular analysis and reporting of collected performance data. Therefore, the Department is committed to pursue the implementation of the action plan in the next year.

The Department's Office of the Chief Audit and Evaluation Executive is continually providing advice and support to Department managers in their efforts to implement this action plan. This office is also providing timely advice and support on program design and performance measurement strategies through the review of official approval documents for the creation and renewal of new or existing programs. Finally, as required under the new Evaluation Policy, the Office will be submitting, in 2010–2011, its first annual report to the Strategic Policy, Planning and Evaluation Committee on the state of performance measurement in support of evaluation.

CANADA'S ECONOMIC ACTION PLAN

The Government of Canada unveiled its two-year Canada's Economic Action Plan in January 2009 to help protect and create jobs during the global economic recession. It recognizes that arts and cultural industries as well as sport are important economic drivers, employers, and providers of opportunities for Canadians.

In 2009–2010, it provided to the Department new investments of $151.7M, which supported a range of projects, including cultural infrastructure, arts training, television and interactive media, magazines and non-daily newspapers, and additional funding assistance to the Special Olympics.

In 2009–2010, the funds, provided to the Department, created over 1,100 short-term and 341 long-term jobs in all regions of Canada through a variety of cultural infrastructure projects, such as local theatres, libraries, and small museums. Funds also provided Canadians with continued access to Canadian culture through the production of high-quality Canadian television programs, and 1,083 Canadian magazine and non-daily newspaper titles. Finally, investments provided opportunities for athletes with an intellectual disability to reach their full athletic and social potential.

In particular, an additional $60 million over two years was announced to stimulate the economy by investing in Cultural infrastructure through the **Cultural Spaces Canada Program**. A number of excellent projects were submitted in response to this additional investment such as:

- West Coast Railway Association (Squamish, British Columbia): $2 million was provided for the construction of a roundhouse for the West Coast Railway Association in Squamish, British Columbia, creating 38 short-term and 4 long-term jobs. This project involves the construction of a 20,000-square-foot facility to help preserve British Columbia's railway history. The Roundhouse and Conference Centre will create the West Coast Railway Association's first indoor exhibition space and preserve seven of the oldest cars in its collection.

- Aanischaaukamikw Cultural Institute (Cree territory of Oujé-Bougoumou, Quebec): $1.8 million was allocated for the construction of the Aanischaaukamikw Cultural Institute on the Cree territory of Oujé-Bougoumou, in Quebec. This facility aims to preserve and share the culture and heritage of nine Cree communities in James Bay. The building will feature an exhibition space, a documentation and resource centre, an open area for a variety of artistic performances, an area for archiving and storing museological and archaeological assets, and other workshops. This project created 115 short-term and 42 long-term jobs.

Funding commitments have now been made for many projects in communities across Canada, and as a result, most of the funding for 2009–2010 and 2010–2011 is now allocated.

New investments announced through the Canada Economic Action Plan will have an impact on departmental resources over the next few years. The 2009 Budget announcements are reflected in the financial information provided in Section I of this report (Expenditure Profile). They include:

Canada's Economic Action Plan	
	2009-10 Actual Spending ($ millions)
PA 1 - Arts	
Cultural Spaces Canada Program	30.0
National Arts Training Contribution Program	6.2
Sub-total - Arts	**36.2**
PA 2 - Cultural Industries	
Canadian Television Fund	100.0
Publications Assistance Program	13.9*
Sub-total - Cultural Industries	**113.9**
PA 7 - Sport	
Special Olympics Canada	**0.5**
Sub-total -Sport	**0.5**
Total	**150.6**

Note: These financial amounts include contributions to Employee Benefits Plans (EBP).

* An amount of 15M$ for Publications Assistance Program was planned but 1.1M$ was not spent due to reduction in demand from Canadian periodical publishers.

Below is a report of the initiatives managed by the Department that are distinct from ongoing program spending. [68]

Programs	Performance Indicators	Achieved Results
Cultural Spaces Canada Program	○ Number of new facilities and number of existing facilities with improved infrastructure. ○ Geographic diversity of new facilities and number of existing facilities with improved infrastructure.	○ 68 construction/renovation projects approved ○ 42 specialized equipment projects approved ○ 3 feasibility studies projects approved ○ Total of 113 projects attributed as follows: • Alberta $ 3,392,652 • British Columbia $ 6,350,420 • Manitoba $ 1,434,831 • Newfoundland/Labrador $ 247,364 • New Brunswick $ 1,862,236 • Nova Scotia $ 792,261 • Ontario $ 5,561,915 • Prince Edward Island $ 647,997 • Quebec $ 9,242,235 • Saskatchewan $ 199,834
National Arts Training Contribution Program	○ Arts training institutions of the highest calibre are financially and administratively stable.	○ 27 organizations provided with an additional $5.95M in stimulus support, allowing them to strengthen their administrative capacity to provide professional training of the highest calibre.
Canadian Television Fund	○ Number of hours of programming created. ○ Total budgets. ○ Audience results.	○ Estimated hours of programming: 2,400[69]. ○ Estimated total budgets: $350M[70]. ○ No audience results yet[71].
Publications Assistance Program	○ Number of copies of Canadian periodicals mailed to recipients in Canada.	○ 1,083 magazine and non-daily newspaper titles reached Canadian readers in all regions of the country.
Special Olympics Canada	○ The increased funding was for the organization to expand its existing programs in particular, the Special Olympics 2010 National Summer Games, the development and strengthening of Special Olympics programs in provinces and territories, and additional programming for new sports, whose outcomes are assessed as part of the ongoing contribution monitoring by Sport Canada.	○ Support for the preparation to 2010 Special Olympics National Summer Games. ○ Development of 3 new sports: bocce, golf, and basketball. ○ Support for the development of Special Olympics Nunavut Chapter.

[68] For more detailed information on the Canada Economic Action Plan, please see information available online at **http://www.actionplan.gc.ca/initiatives/eng/index.asp?mode=5&btnSubmit=Submit&clientId=9**.

[69] Data are not final until the release of the 2009-2010 Canadian Television Fund annual report, which will be available online at www.cmf-fmc.ca

[70] The estimated total budget includes program commitments and administration. Data are not final until the release of the 2009-2010 Canadian Television Fund annual report, which will be available online at www.cmf-fmc.ca

[71] Due to differences between the broadcast year and the Canadian Television Fund fiscal year, the most recent audience data available are from 2007-2008. Audience data from 2008-2009 will not be available until the Canadian Television Fund publishes its 2009-2010 annual report.

Section III
Supplementary Information

FINANCIAL HIGHLIGHTS

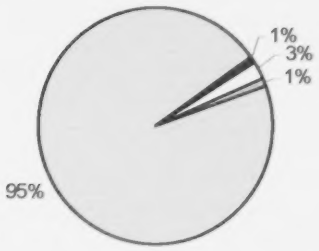
The financial highlights presented below are intended to serve as a general overview of the Department's financial position and operations. The unaudited financial statements are prepared in accordance with accrual accounting principles. The supplementary information presented in the financial tables in this report was prepared on a modified cash basis of accounting in order to be consistent with appropriations-based reporting.

($ thousands)	% Change	2009-2010	2008-2009 (Restated)
Condensed Statement of Financial Position At end of fiscal year (March 31, 2010)			
ASSETS			
Financial Assets	-3%	559,334	577,768
Non-financial Assets	5%	20,764	19,811
TOTAL ASSETS	**-3%**	**580,098**	**597,579**
LIABILITIES			
Total Liabilities	-3%	605,109	626,837
EQUITY OF CANADA			
Total Equity of Canada	-15%	(25,011)	(29,258)
TOTAL LIABILITIES AND EQUITY OF CANADA	**-3%**	**580,098**	**597,579**

Condensed Statement of Operations For the fiscal year ended (March 31, 2010)			
EXPENSES			
Transfer Payments	5%	1,144,432	1,092,109
Operating Expenses	0%	337,604	337,143
Total Expenses	**4%**	**1,482,036**	**1,429,252**
REVENUES			
Total Revenues	**-1%**	**69,066**	**69,465**
NET COST OF OPERATIONS	**4%**	**1,412,970**	**1,359,787**

Financial Highlights Charts/Graphs

Assets by Type

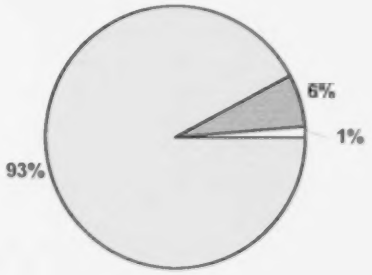


- Due from the CRF
- Accounts receivable and advances
- Tangible capital assets
- Other assets

Total assets were $580 million at the end of 2009-2010, a decrease of $17.5 million (3 percent) versus last year's total assets. The decrease of the amount due from the Consolidated Revenue Fund (CRF) explains the variance. Accounts receivable and advances, tangible capital assets and other assets are comparable from one year to the other.

The amount due from the CRF is the largest asset component, representing 95 percent of assets.

Liabilities by Type

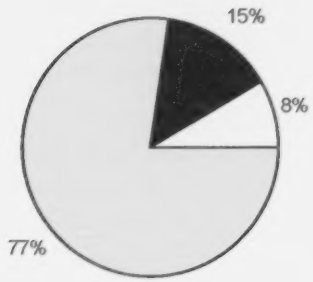


- Accounts payable and accrued liabilities
- Employee future benefits
- Other liabilities

Total liabilities were $605 million at the end of 2009-2010, a decrease of $22 million (3 percent) versus last year's total liabilities. The decrease is explained by adjustments made following an intensive exercise to correct overestimated accounts payable and also by payables due to the ratification of the PSAC collective agreement recorded in 2008-2009. The variation in rates established by Treasury Board for the calculation of severance benefits explains the decrease in the liability for employee future benefits.

Accounts payable and accrued liabilities are the largest component of liabilities. Together they represent 93 percent of total liabilities.

Expenses by Type

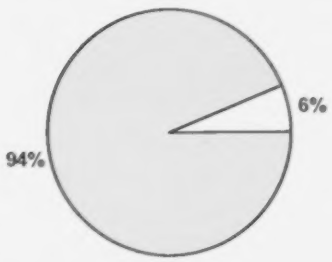


- Transfer payments
- Salaries and employee benefits
- Other operating expenses

Total expenses were $1,482 million at the end of 2009-2010, an increase of $52.8 million (4 percent) versus last year's total expenses. Transfer payment expenses remain stable taking into account increases and decreases of certain grants and contributions programs mainly due to the Canada's Economic Action Plan and the Strategic Review. The decrease of salaries and employee benefits expenses is explained by a decrease in the number of employees and by the adjustment of the liability for employee future benefits.

Major expense areas include transfer payments (77 percent) and salaries and employee benefits (15 percent).

Revenues by Type



- Revenue from the 1979 Federal-provincial Lottery Agreement
- Other revenues

Total revenues were $69.1 million at the end of 2009-2010, an increase of $399,000 (1 percent) versus last year's total revenues.

The revenue from the 1979 Federal-provincial Lottery Agreement, totalling $65 million in 2009-2010, accounted for 94 percent of the revenues. As stipulated in the agreement, the amount received annually is adjusted to reflect inflation.

Financial Statements

Full unaudited Financial Statements of the Department for 2009-2010, including the Statement of Management Responsibility Including Internal Control over Financial Reporting, are available online at:

http://www.pch.gc.ca/pc-ch/publctn/dpr-09-10-eng.cfm.

Canadian Heritage Portfolio

The role of the Portfolio Affairs Office remains the same as in 2007-2008 (more detailed information is available online at: http://www.tbs-sct.gc.ca/dpr-rmr/2007-2008/inst/pch/pch04-eng.asp#a32.

The Portfolio Affairs Office assists the Minister and Deputy Minister in carrying out their portfolio responsibilities and supporting the Government's agenda. Its objective is to integrate horizontal policy issues, planning, reporting, allocation of financial resources, central agencies coordination, appointments, governance and strategic communications related to the Department portfolio organization. For more detailed information on the Department's Portfolio, please see information available online at http://www.pch.gc.ca/eng/1266433674232.

List of Tables

For more detailed information, please see the following tables available online at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm and at http://www.tbs-sct.gc.ca/estsd-bddc/index-eng.asp.

- Details on Transfer Payment Programs
- Up-Front Multi-Year Funding
- Horizontal Initiatives
- Green Procurement
- Internal Audits and Evaluations
- Response to Parliamentary Committees and External Audits
- Sources of Respendable and Non-Respendable Revenue
- User Fees Reporting
- Report on the Administration of the *Investment Canada Act (Canadian Heritage Web Site only)*

Other Items of Interest

- Accountability Structure
- Governance
- Role of Regions
- Hyperlinks to Canadian Heritage Web Site

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TTY(Toll-Free):**	1-888-997-3123

*The toll-free lines have agents available to answer your questions, Monday to Friday, 8:30 a.m. to 5:00 p.m. (Eastern Standard Time).
**The TTY is a telecommunication device for people who are deaf, hard of hearing, or speech-impaired.